

DISTRIBUTION & WAREHOUSING

FORMERLY
TRANSFER & STORAGE

Vol. XXII, No. 1

U. P. C. Building, 239 W. 36th St.
New York, N. Y.

January, 1923

Why the Federal Truck is Exceptionally Strong

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FEDERAL trucks are rugged, powerful trucks because each unit is accurately designed and built according to Federal specifications—perhaps the most rigid in modern truck manufacture.

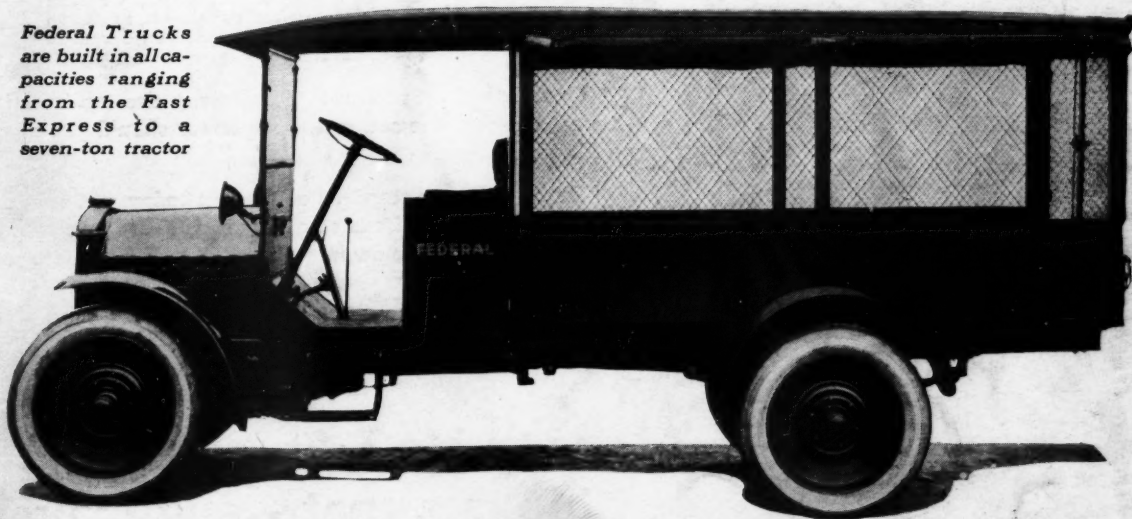
It is this extraordinary attention to detail that insures the long life of Federal trucks

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If you are seeking strength, power, economy and durability in a motor truck, measure the Federal by every standard you know. We welcome your test.

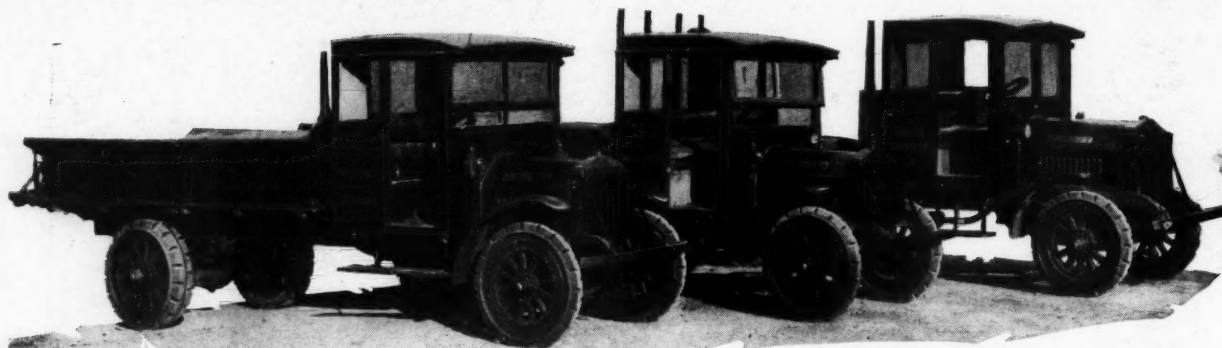
FEDERAL MOTOR TRUCK COMPANY, Detroit, U. S. A.

*Federal Trucks
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Another

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Caterpillars are made in sizes suitable for trucks of every type and weight

Makes *Caterpillar tires standard equipment

The Parker Transfer Co. of Rosedale, Kansas, three of whose trucks are pictured above, tried *Caterpillars after using several other makes of truck tires, and was so well pleased that it decided to make *Caterpillars standard equipment on its fleet. A recent letter says:

"Having recently had a photograph made for our own use of some of our trucks, we are enclosing a copy, thinking that you might be interested on account of the tire equipment.

"The tires on the first two trucks shown have been running nearly a year and show practically no wear. We have had some very good mileage from one or two other makes of tires but nothing we have used combines as much cushion and traction as does the *Caterpillar.

"This combination of features in your tires has proven to us that they are the most economical and we have decided to make them our standard equipment, as shown by the fact that we specified Caterpillars on our third truck shown in the picture."

One of the best recommendations any tire can have is, that after trying one set, a truck operator should put them on his whole fleet.

Caterpillars are standard equipment today, not only on this fleet but on hundreds of other truck fleets throughout the country where the owners began by trying a single set.

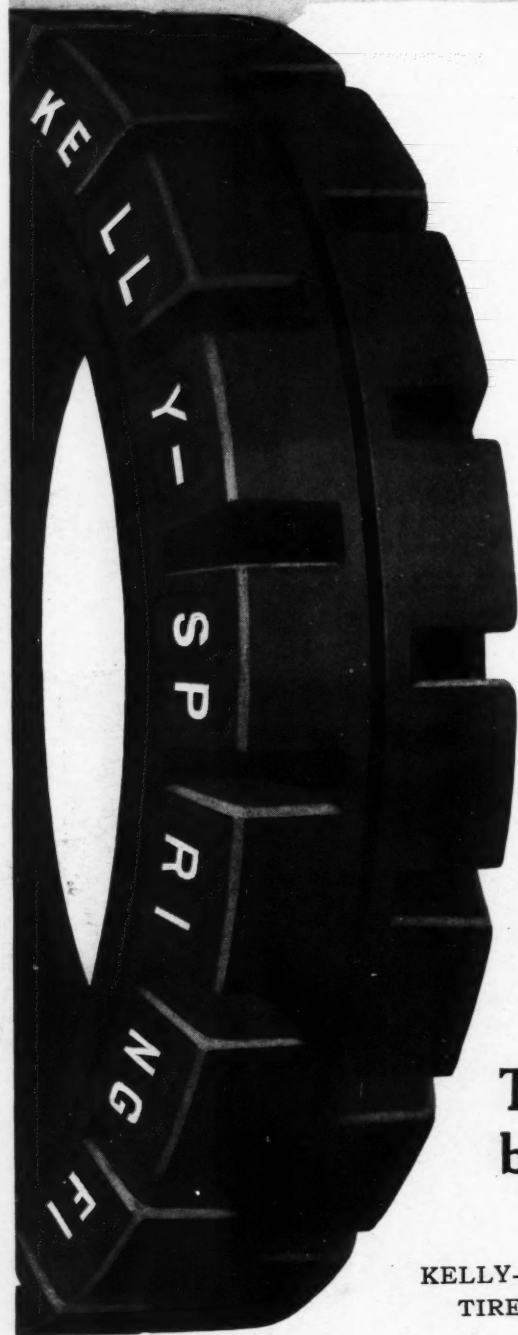
**U. S. Government tests show that cushion tires are 50% easier on roads than are solid tires. Caterpillars are an advanced type of cushion tire.*

There is no *Caterpillar Tire but the one that Kelly makes

KELLY-SPRINGFIELD
TIRE COMPANY



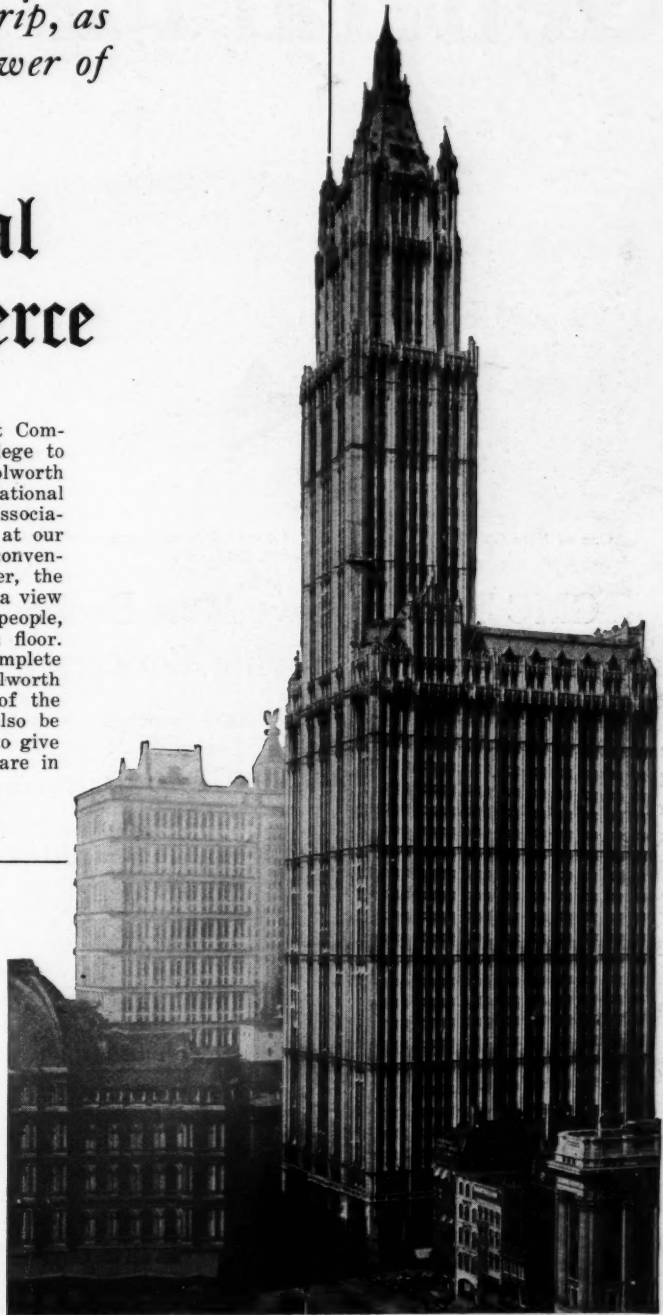
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our guest, to the tower of*

The Cathedral of Commerce

The Trans-Continental Freight Company will consider it a privilege to give a pass to the famous Woolworth Tower to any members of the National Furniture Warehousemen's Association or their guests, who call at our office in the building during convention week. This famous tower, the tallest in the world, commands a view of the homes of ten million people, from the balcony on the 55th floor. Any trip to New York is incomplete without going up into the Woolworth Tower. A souvenir brochure of the Cathedral of Commerce will also be given to each guest. Be sure to give us this opportunity while you are in town.



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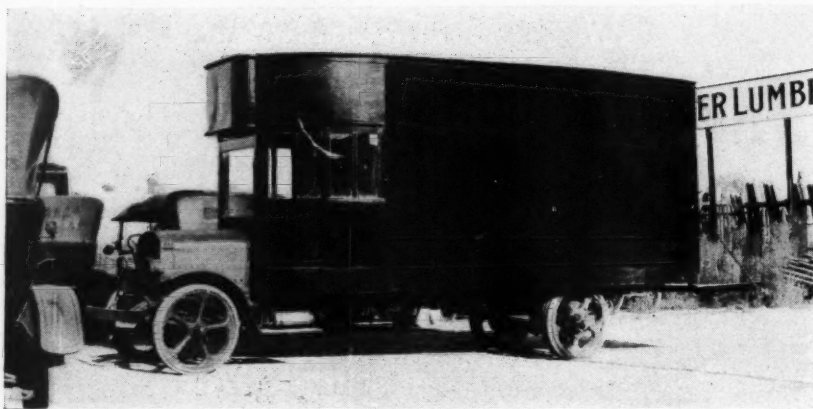
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General Motors Trucks



One of Nine GMC trucks used by the Hollywood Auto Transfer & Storage Company, Hollywood, California



or build, and we have another shot at handling their household effects.

"In moving household furniture we strive for low cost to our customers by making the entire move in one load wherever possible. To do this we put the largest bodies on our trucks that the state laws will permit. They are well-built, solid, padded, weatherproofed bodies, and we know that once furniture is put inside them it will be perfectly safe until it is taken out, regardless of what the weather conditions may be in the meantime.

GMC Trucks Prove Most Economical for Big Moving Concern

"We do more house-to-house moving in the Los Angeles district than any other transfer firm, and one of the reasons we have been able to build up a profitable business is because of the low operating costs of our nine GMC trucks." This is the statement of Mr. E. F. DeLong, manager of the Hollywood Auto Transfer and Storage Company, Hollywood, California.

Mr. DeLong standardized on GMC trucks nearly four years ago, after he had demonstrated to his own satisfaction that they delivered a greater value for the investment than any other truck he had used in his business.

Some of the conditions existing in the transfer business in this section of California, and his experiences as to the manner in which GMC have helped him meet these conditions

to advantage are told by Mr. DeLong.

Lots of Moving to Do

"This southern California country is growing pretty fast. You have to bear in mind all the time, because if you forget that the country is becoming thickly settled, then you are apt to get the impression that the people hereabout are the most restless on the face of the globe, for they seem to be moving all the time. Truth to tell, it is not unusual for us to move the same family as many times as three times in a year. First we move them from the train into their new home out here. Then they get acquainted and find a more desirable location than the first, so we move them the second time. Before the year is out they become sold on the idea of making California their permanent home, so they either buy

GMC's Cost Little to Operate

"We don't bother keeping operating cost records on the trucks any more. But if you want to see how much our trucks cost us for repairs and service just go to the books of the Los Angeles Branch of the GMC. It's all there, and I'll bet you'll be surprised how little it is. Sometimes, when I get our monthly statement from the GMC branch, I almost believe the bookkeeper has made a mistake and forgot to charge us up with more than half of our bill. They're so small I can hardly believe them.

"GMC trucks have been a good investment for us. In the first place the next best truck on the market would cost us close to a thousand dollars more for the same size. Then, it's an actual fact that they do give us very little trouble, even though we overload them and put them over the roads as fast as they will go and on long runs, too."

GENERAL MOTORS TRUCK COMPANY

Division of General Motors Corporation

PONTIAC, MICHIGAN

Dealers and Service in Most Communities

DISTRIBUTION & WAREHOUSING

FORMERLY
TRANSFER & STORAGE

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NEW YORK
44 Beaver Street
PITTSBURGH
437 Oliver Building
BOSTON
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PHILADELPHIA
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The proof of actual money saving is easily established by ascertaining the railroad rates and comparing them with the lower rates charged by the Judson Company.

"Saving" therefore is demonstrated before shipping and "Service" follows and is proven by the testimony of thousands of satisfied patrons, covering many years of performance.

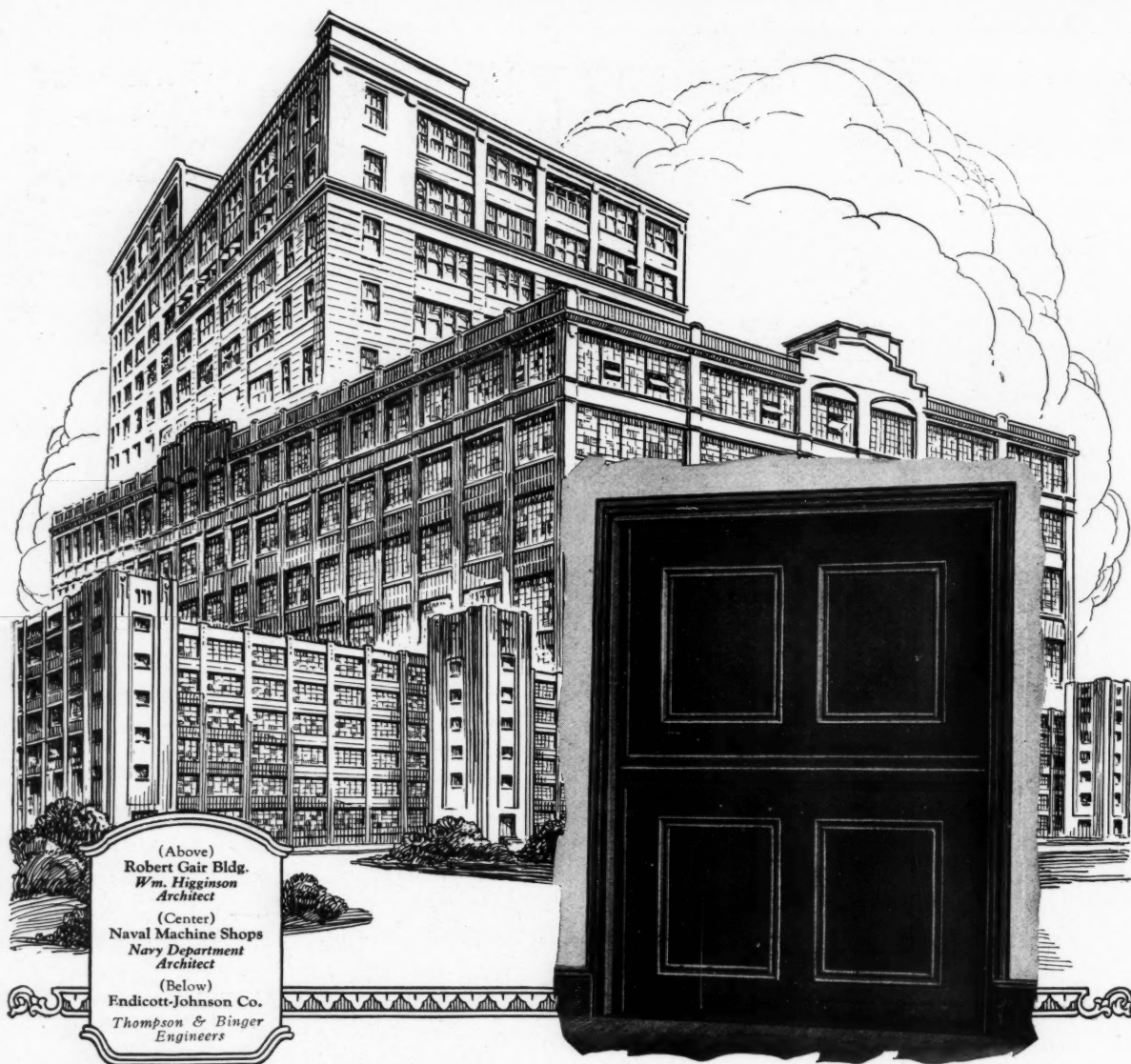
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Thru Bills of Lading issued to all parts of the world.

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another reason
why they are
preferred --*

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Edison Storage Battery Co.
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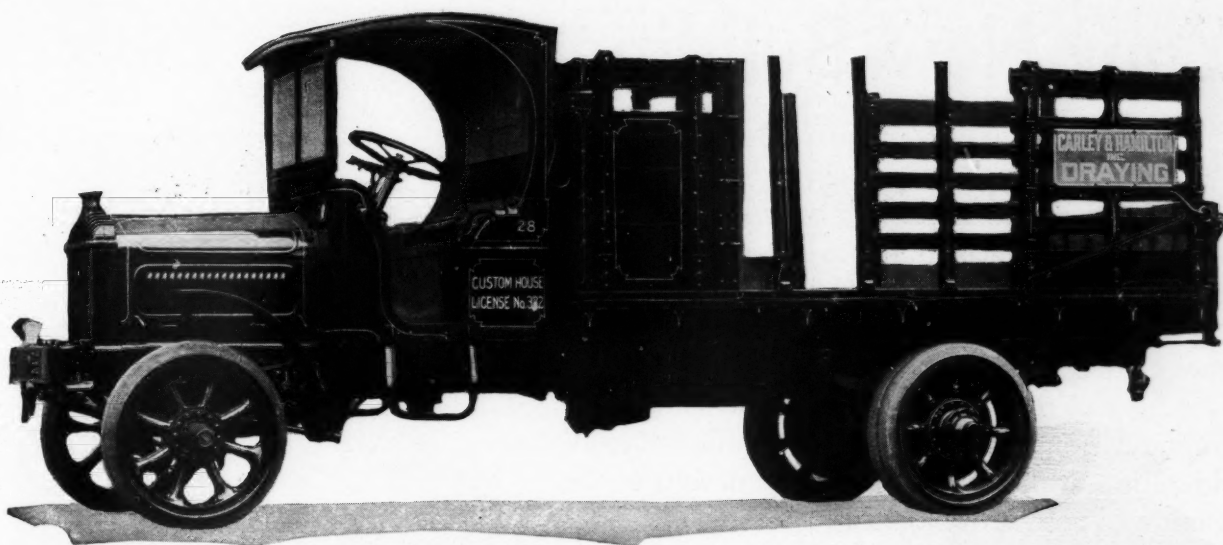
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Trucking in San Francisco, because of the hilly country, is a field of service to challenge the stamina and dependability of any truck.

Carley & Hamilton state that this continuous year's service has been accomplished at an expense of \$50.09—less than a dollar a week for repairs. They consider it highly satisfactory—so much so that they have ordered another Garford of the same capacity.

Garfords are uniformly successful

because they are sold properly. The job to be done is studied by Garford engineers—and the proper recommendation, both as to capacity and body equipment, is then made.

Years of this sort of work naturally have created a rich experience. This experience is available to you in solving whatever hauling problems confront you. Write us and let us place this information at your disposal. No obligation of course—just one phase of Garford service.

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DEPENDABLE TRANSPORTATION

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Austin engineers have had many years experience in the design of warehouses of all types and sizes that have paid the owners a maximum return per square foot of floor space.

No matter where you may need a new warehouse or additional storage space you will find Austin forces already in the field. Austin Complete Building Service, engineering, building and equipment is available through 10 strategically located branch organizations. Phone, wire or use the coupon.

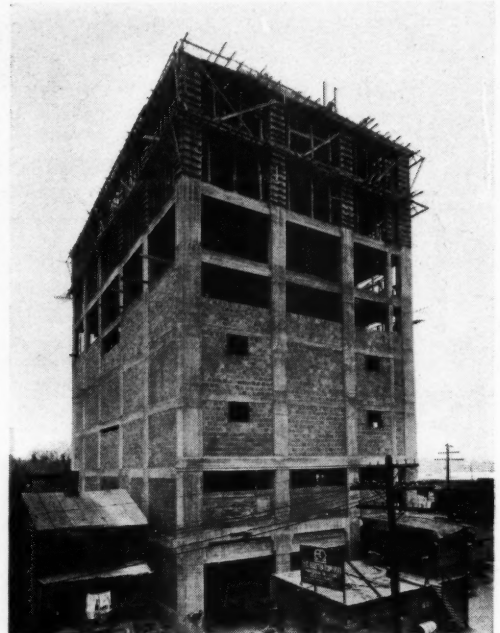
The AUSTIN COMPANY, Cleveland Warehouse Engineers and Builders

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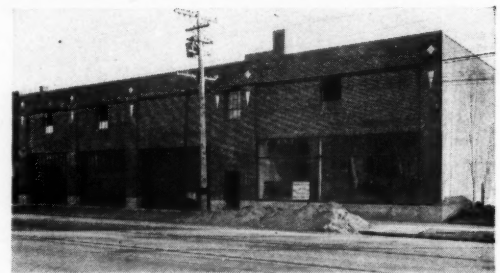
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Width.....
☐ We will be pleased to receive a copy of
the new Austin Book of Buildings.
Firm.....
Individual.....
Address.....

THE AUSTIN COMPANY, Cleveland
Number of stories.....
Length.....



Concrete storage warehouse constructed at Bridgeport, Conn., by The Austin Company.



Warehouse designed, built and equipped by The Austin Company for the Windermere Transfer and Moving Company, Cleveland

The Scope of Austin Warehouse Service

Install R. R. Switch.
Design and construct R. R. Siding and Trestle.
Economical design of Building and Equipment.

Construction with men hired locally, under supervision of experienced Austin engineers.

Installation of Equipment.



AUSTIN

ENGINEERING BUILDING EQUIPMENT

DISTRIBUTION & WAREHOUSING

ENTERED AS SECOND CLASS MAT-
TER, JANUARY 29, 1916, AT THE POST-

FORMERLY
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PUBLISHED MONTHLY

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UNDER THE ACT OF MARCH 3, 1879.

Volume 22

NEW YORK, JANUARY, 1923

No. 1

Voluntary Action By Trade Groups

PRESIDENT HARDING writes to W. W. Morse, president of the American Warehousemen's Association, in a letter published on page 29, that "the entire question of storage and warehousing, of financing based upon warehouse receipts and the like, is of the most intimate relation to a very broad array of economic concerns."

Mr. Harding expresses the hope—his letter was written prior to the A. W. A. convention in Cleveland in December—that that gathering "may be productive of consideration calculated to illumine this set of problems."

The A. W. A. meeting was productive of exactly that. Mr. Harding's timely hope was fulfilled. Uniformity of the warehouse receipt was effected—a notable achievement in the public storage industry's history. The American Bankers' Association and the Department of Commerce are expected to endorse this standardized document. Soon, in the place of four hundred receipts employed by Warehousing today, there will be in use one receipt only.

Making uniform the warehouse receipt was the major development of a series of business-building conventions at Cleveland. The stories of the December assemblies are spread on the pages of this issue of *Distribution & Warehousing*, and the reading of the stories is urgently recommended to the warehousemen and the traffic managers of the country.

The receipt situation is set forth on page 8. The revised Rate Guide of the Central Warehousemen's Club is interpreted, for shippers, on page 10. Standardization is discussed on page 14 and on page 26. Warehousing's future in relation to problems of distribution is the subject of text on page 16 and on page 20. What the traffic managers who use the public warehouse are doing is told on page 48. Other speeches and papers will be found which are of extreme importance to the storage executive and to his customer, the manufacturer.

Secretary of Commerce Hoover said not long ago:

"There is need for tremendous decrease in costs by trade groups. Voluntary action by them will accomplish more than activity begun by the Government. It will establish that trade associations can self-govern. It will instill the idea of self-government again."

The stories which follow are striking illustrations of voluntary action by trade associations looking toward decrease in costs by these groups.

The Warehouse Receipt Is Standardized

For Merchandise and Cold Storage Companies. Further Labor Necessary to Work Out a Household Goods Form

THE warehouse receipt for use by public merchandise storage and cold storage companies has at last been standardized after years of preparatory work and conscientious study by leading minds within the industry.

To take the place of literally hundreds of varieties in text, size, color and general physical appearance, a uniform document has been worked out. In its negotiable form it is illustrated on the opposite page.

The American Bankers' Association is expected to indorse this standard receipt, as it is the paper on which manufacturers and other storers may borrow money at the banks on goods in public storage as collateral.

The Department of Commerce is expected to place the official stamp of approval on the document.

While the receipt is the fruit of the efforts of the American Warehousemen's Association, which may copyright it, it will nevertheless come to be used by companies not

members of that organization, with the latter's sanction.

The obverse side of the receipt, as shown in the illustration, was approved by the American Warehousemen's Association at its Cleveland convention in December. Alton H. Greeley, chairman of the association's simplification committee, which is working in cooperation with the Division of Simplified Practice of the Department of Commerce, announced that his committee would accept this receipt form as one of its standardized documents to be presented to Secretary Hoover for his indorsement.

This means that the Government will recommend its general use by warehousemen and its acceptance by financial America and by manufacturers.

The receipt as adopted is basic for the household goods division of the American Warehousemen's Association in the special committee's efforts to work out something standard for furniture storage houses.

As to Terms and Conditions

AT the Cleveland convention there was no opposition to approval of the face of the receipt as presented by the committee, but it was voted not to have the association's endorsement carry with it an action of approval to place the so-called standard Terms and Conditions on the reverse side of the document. The Terms and Conditions are the rules and regulations of the warehouseman in his relations with his customer, the storer.

The action taken by the convention in this connection is clearly set forth in the decision to place on the face of the receipt a text reading about like this:

"This form of receipt approved by the American Warehousemen's Association except as to the Terms and Conditions on the reverse side thereof, and they are the Terms and Conditions of the individual warehouseman issuing the receipt."

This wording, suggested by H. L. Halverson, Minneapolis, a member of the special committee, would take the place of the text "Approved by the American Warehousemen's Association" as shown on the accompanying illustration.

This action by the convention leaves the individual warehouseman free to place upon the reverse of his receipt the Terms and Conditions which are local to the territory in which he operates.

For example, as was pointed out by S. M. Haslett, San Francisco, any Terms and Conditions on a standard receipt used in California would have to be those acceptable to the State Railroad Com-

mission of California, which has supervision over the public warehouses in that State. And, as pointed out by John Nichols, Boston, Massachusetts warehousemen have their own set of Terms and Conditions, including some which are of no interest to storage executives in other parts of the country.

W. W. Morse, Minneapolis, president of the A. W. A., expressed opinion that it would be difficult to adopt a set of Terms and Conditions which would be uniformly used by warehousemen in New England, the West and other sections of the United States, and this was the general sentiment of the delegates.

Will H. Douglas, New Orleans, suggested that the various State associations consult with their State banking organizations with a view to arriving at a set of Terms and Conditions which could be acceptably printed on the reverse of the receipt as used in those States.

It was emphasized also—during discussion opposing the placing of any standard set of Terms and Conditions on the reverse—that it would be virtually impossible to work out a standard text which would be acceptable both to merchandise and cold storage warehousemen.

Decision that associations other than the A. W. A. should be permitted to make use of the standard document with the A. W. A.'s approval was adopted by a standing vote of 51 to 18.

It was decided that the warehouseman using the receipt could have it printed

either crosswise or lengthwise, as he prefers.

Also it was voted that the warehouseman could use any type of printing he preferred on the receipt and need not necessarily use script, as shown in the accompanying illustration.

The Committee's Report

THE special receipts committee which presented the report comprises P. L. Gerhardt, vice-president of the Bush Terminal Co., New York, as chairman, and Alton H. Greeley, president of the General Storage Co., Cleveland, representing the merchandise division; H. L. Halverson, secretary of the Boyd Transfer & Storage Co., Minneapolis, and W. Lee Cotter, Mansfield, Ohio, head of the Cotter warehouses of Ohio, representing the household goods division; and Nimmo Old, Anheuser-Busch Ice & Cold Storage Co., Inc., Norfolk, and O. C. Mackay, manager of the Boston Terminal Refrigerating Co., East Boston, Mass., representing the cold storage division.

The problem of the Terms and Conditions is touched upon at some length in the committee's report:

"That the original recommendation of this committee, that Terms and Conditions should be placed upon the form, was adopted at the St. Louis convention a year ago, is not doubted. As to whether the standard Terms and Conditions should be placed upon the receipt forms is an open matter and has purposely, by the action of your com-

mittee during the last half of this year's activities, been placed in a position to be brought before this convention for determination, as there appears to be a doubt.

Where Opposition Lies

"When your committee placed the Terms and Conditions upon the forms, it did so with the idea in mind that such Terms and Conditions now appearing upon the receipts were standard only for the general merchandise division, having in mind that the cold storage division has similar Conditions for its particular business. This does not appear to be the case. Your committee does not find great opposition to standard Terms and Conditions appearing upon the receipts forms, but finds great opposition expressed as to the particular Terms and Conditions which have been adopted as standard by this Association, and a non-use of same, therefore, by many members.

"That the receipt form should contain Terms and Conditions being apparently agreed upon, it appears that such Terms and Conditions, in order to fulfill the original purpose for which the committee was created—namely, uniformity—should be the standard Terms and Conditions. Terms and Conditions may have great influence upon the receipts. Unless the Terms and Conditions are uniform, the influence varies and really changes the receipts form as to its face."

Three Suggestions

The committee presented three recommendations, all of which won the association's approval. These are:

"1. That the use of the warehouse receipt forms be permitted whether printed crosswise or lengthwise on the paper, provided the standard context is used.

"2. That there be established a committee for the purpose of continuing the work, but primarily for the purpose of completing the standardization of a household goods division receipt, the basis for which shall be the form adopted at this convention for use by cold storage and merchandise division members.

"3. That there be established a committee to undertake the supervision of the use of the receipt form so that, when a receipt is issued, carrying with it the approving words of this Association, the Association be protected by the issuance of any receipt form which may unconsciously contain variations from the standard form adopted. That such committee be empowered to issue authorities for use of the standard form when the specific printing and issuance of same has been submitted by individual members and approved by the committee as having followed the standard adoption."

The receipt as put into use will be of the standard legal document size, 8½ by 11 inches.

Variations

IN the non-negotiable form of the receipt (as compared with the negotiable form herewith illustrated) the

Standard Warehouse Receipt

APPROVED BY THE AMERICAN WAREHOUSEMEN'S ASSOCIATION

CONSECUTIVE NUMBER _____

The American Warehouse Company
2121 American Avenue
America, 1922

THIS IS TO CERTIFY THAT _____
THIS COMPANY HAVE OR HAS received in Storage
Warehouse LOCATION LETTER NUMBER DESCRIPTION for the account of _____
CAR TRUCK LIGHTER

in apparent good order, except as noted hereon (contents, condition and quality unknown) the following described property, subject to all the terms and conditions contained herein and on the reverse hereof such property to be delivered to order upon the payment of all storage, handling and other charges and the surrender of this Warehouse Receipt properly endorsed.

NUMBER	PACKAGES	SAID TO BE OR CONTAIN	MARKS
NEGOTIABLE			

Storage — for _____ per month
Handling — for _____
Stowage — how long made and liability incurred on such goods as follows:
Covering _____
Tieage _____
Weighing _____
Coopering _____
Mail Stowage _____

The American Warehouse Company
claims a lien for all lawful charges for storage and preservation of the goods, also for all lawful claims for money advanced interest insurance transportation labor weighing coopering and other charges and expenses in relation to such goods.
The American Warehouse Company
By _____

THIS RECEIPT IS VALID ONLY WHEN SIGNED BY ONE OF THE FOLLOWING OFFICERS

This is the negotiable form of warehouse receipt as adopted by the American Warehousemen's Association at its Cleveland convention in December. How the non-negotiable form differs is told in the accompanying text of this article. In place of "Approved by the American Warehousemen's Association" across the top will appear some such caption as "This form of receipt approved by the American Warehousemen's Association except as to the Terms and Conditions on the reverse of the document, and they are the Terms and Conditions of the individual warehouseman issuing the receipt." An explanation of this situation will be found in this article.

words "and the surrender of this Warehouse Receipt properly endorsed" are stricken from the text of the certification clause.

For use when the receipt is given for goods in bonded storage, the words "compliance with the United States customs regulation and presentation of Custom House permit" are added, on both the negotiable and non-negotiable form, to the certification, these words appearing

in red letters; and below the border appears the phrase "Goods in Bond" in large capital red letters.

To any A. W. A. member who is in doubt as to the precise wording of the text on the various forms, it is suggested that he communicate with the committee's chairman, P. L. Gerhardt, vice-president, Bush Terminal Co., 100 Broad Street, New York City.

Interpretation, For Shippers, of the Rate Guide*

Of the Central Warehousemen's Club

By GEORGE HAMLEY,
President, Central Warehousemen's Club

I HAVE been invited by the officers of your organization to present to you a review of Rate Guide No. 3 of the Central Warehousemen's Club. When a book is written it is generally assumed that the author had some specific message or statement of facts which he desired to impress upon the minds of his readers, and the case of this Rate Guide is no exception to the rule.

For a period of years, men engaged in the business of storing for the public conducted their business in about the same manner and with about the same degree of success as a mariner would enjoy who would attempt to sail his ship without a rudder. The result was unsatisfactory to both warehousemen and depositor alike, and it is only in recent years, with the advent of progressive men in the storage business and the exhibiting of a sincere desire on

the part of the storing public to obtain satisfactory service at a reasonable rate for the storage and distribution of their products, that a real study has been made of the storage business for the purpose of placing it upon a permanent and sound foundation in line with correct business methods which are being used in other lines of industry.

Storage men have worked early and late, have devoted constant study and have spent a great deal of money, in an endeavor to evolve a plan of charging for the use of storage facilities and the service which goes with it that would be compensatory to themselves and at the same time fair and reasonable to the storing public, and I believe one of the good things which has contributed largely toward bringing order out of chaos is the Rate Guide of the Central Warehousemen's Club.

TO amplify what I have said in regard to a compensatory and yet fair and reasonable charge to the storing public, for the storing facilities and service which storage men have to offer, I wish to say that I am heartily in sympathy with what this organization of shippers is trying to do, and I appreciate very much their inviting us in here as warehousemen, to meet with them and to consider the matter of storage prices.

There are men who are on the other side of our desks, mainly our customers, who take a very narrow view of the storage situation, and whenever storage men hold a meeting for the purpose of arranging some plan of charging for the use of their facilities and their services, they look upon it in the nature of an organization getting together to form a trust for receiving pay to which they are not entitled.

Non-Confiscatory Tariffs

That is not true. Progressive warehousemen—and I am thankful to be able to say to you to-day that the large body of storage men are represented among the progressives—know that it is absolutely impossible to conduct a storage business successfully, year in and year out, with prices that are confiscatory and prohibitive; and that the only thing that will attract business to storage warehouses is the fact that they are able to make a real success of the business with a fair and reasonable charge to the

SHIPPERS SHOULD READ THE GUIDE

HERE is presented something which shippers who use warehouses have long needed—a frank and concise explanation of the Rate Guide of the Central Warehousemen's Guide. This is the first time this document has ever been interpreted for shippers and before a gathering of shippers, and Mr. Hamley has done a service both to his own industry, warehousing, and to the manufacturing world by making this address at the convention of the National Distributors' Association, comprising many of the storage industry's largest customers.

The Rate Guide is not a rate-fixing book. It is a basis only for the making of the warehousemen's tariffs—a guide to the storage executive—"a principle of making charges," as Mr. Hamley phrases it, "that we believe is absolutely fair and equitable." Mr. Hamley urges shippers to read the Guide thoroughly and digest it.

on the other side of the desk are men of brains and common sense, and if the storage man doesn't give you a fair deal you have a pencil and you will figure around him and find some other way of doing your business besides putting it through the public warehouses.

We know that and it is our desire to co-operate with you to make the business a success to ourselves, and, finally, a success to the users. That is one of the things that the storage men, whom I have the honor of representing, have clearly understood at the time the storage business in Minnesota was put under the regulation of the Minnesota Railroad and Warehouse Commission, for up to that time, whenever a change of rates was made, or anything was done that would take a few more coppers out of the pockets of the customers, which we hoped to return to them in the way of service, we were accused of being robbers and highbinders, without a Court or tribunal of any sort to listen to our side of the case. We never had an opportunity to sit down with the customers and go over the proposition and show them the reasonableness of what we were trying to do.

The Right to Appeal

On the other hand they would say, "I am too busy to listen, but I know your prices are exorbitant and unreasonable"; so now the State of Minnesota has given us such a tribunal—The Minnesota Railroad and Warehouse

public. In no other way can the warehouseman gain the business, for you men

*Paper read at Cleveland convention of National Distributors' Association.

Commission. The warehousemen or their customers have the right at any time to appeal to that tribunal if there is anything unfair, and we welcome the opportunity of sitting down with that tribunal and making known to the public at large what our service really is worth—show them the costs of doing business and explain why we make such a charge—and we have no fear of the results so far as the verdict of the commission is concerned on the one hand; on the other, the satisfaction that we know our customers will feel after having sat down with us and after having gone over the proposition as they ought to do.

The central theme of this Rate Guide, the Base Rate Storage Table, was conceived in the fertile brain of John Bekins of Omaha, Neb., but it has been developed, and the details in connection with the application of the same have been worked out, by a large number of storage men who have assisted in the work in many ways.

How the Guide Operates

A man engaged in the storage business has something to sell . . . namely, storage space and service. What then is a fair and reasonable charge for these things? This Rate Guide tells a man making such inquiry to first ascertain his costs and, after he has figured up his invested capital, taxes, etc., he will know how much he is entitled to per square foot for the use of the floor space which he intends to rent out by the month for the storage of merchandise, and whatever figure he arrives at will constitute his Base Rate storage charge and he will then be in a position to quote rates per package for storing the various commodities which he will be called upon to store through the use of the Merchandise Base Rate Storage Table (on pages 10 and 11 of the Rate Guide).

This storage table is merely a reference table to be used by him after he has determined his Base Rate according to his costs, and has been worked out for him by storage men who have had a large experience in the business.

In the compilation of the figures shown in this table, two essentials have been considered both of which are absolutely fair and reasonable to the storing public. The first of these two essentials requires that a man operate a storage warehouse capable of carrying a floor load of 250 pounds to the square foot, and the second is that he shall pile the merchandise to a height of 7½ feet, these two elements of weight and pile height constituting what is known as the "storage man's bushel."

Average Rate per Bushel

Men who have had experience in warehousing will recognize the fact that 250 pounds to the square foot is well above the average carrying capacity of warehouses in general, and those of us who have made close observation know that 7½ feet is above the average pile height in normal times, and if any of you have any doubt on this point, kindly make it

a practice to observe at some time in the future the height to which merchandise is usually piled in warehouses and you will find that with rare exceptions it will not average more than 6 feet.

The sum of these two elements of weight and pile height as contained in the "storage man's bushel" produces a normal package of 34½ pounds to the cubic foot, which is commonly known to warehousemen as its "equilibrium."

Let us examine for a moment and ascertain what the storage men are charging for the use of this "bushel." If you will look over the storage tariffs in use in Minnesota, Illinois, Missouri and other centers throughout the Middle West (I quote these because I am more familiar with them than at other points) you will find that the average base rate used is 7½ cents per bushel.

When you consider that a survey made by experienced engineers who made actual measurements in a great many warehouses revealed the fact that one-half of the gross space of a public storage warehouse is used up by stairways, elevator ways, posts, aisles, offices, boilerrooms, etc., it will become apparent to you that a charge of 7½ cents per square foot rented out on a monthly basis on usable space for the storage of merchandise yields the warehouseman on his gross space only one-half of that amount, which is equal to 3¾ cents per square foot per month, and out of this amount he has to spend a certain percentage for overhead in connection with that part of the business. If you have any doubts about this being a fair and reasonable proposition on the part of the warehouseman toward the storing public, step out and endeavor to secure for yourselves an up-to-date modern warehouse capable of carrying a floor load of 250 pounds per square foot, and see what you will have to pay for it.

Pile Height

Again, gentlemen, I want to give you some idea of the view warehousemen took of this proposition at the time it was worked out.

When we figured on the carrying capacity that we would use in connection with the storage man's business, there was a good deal of talk back and forth as to what the warehousemen should offer to the storing public. We wanted to avoid all criticism of any attempt on our part to be unfair in any way, and it was finally decided to go the limit and be reasonable beyond reproach by offering in this bushel 250 pounds to the square foot.

Warehousemen know, and I presume many of you know, with warehouses that 250 pounds to the square foot is a good, generous footage of floor space to offer, especially when we are basing storage rates on the reasonable price which I have just told you holds forth in a number of States throughout the Middle West.

In regard to the pile height you have to figure along with it the service of warehouse handling which goes with the storage of the merchandise. In my own

mind I stood at first for a pile of six feet in height, knowing that from an ordinary floor level, taking the average height of the workmen who handled the freight in the warehouse, the normal height at which you can expect such men to do work, handling all kinds of packages, that six feet is as high as you can expect them to pile it for you without having them step upon something, or employing some other means to do the work, such as having men stand on the pile and put up the pile to a greater height.

Why Charges Are Fair

But in our deliberations there were men who thought that less than 7½ feet should not be considered. We yielded to the desire of the other men who wanted to make it more than fair and reasonable, and decided that 7½ feet should be considered the height of the bushel, even though it is beyond the height which warehousemen can ordinarily pile merchandise from the level of the warehouse floor; so again I say that the warehousemen, in all their deliberations in connection with the making of a rate guide, have tried to be absolutely fair and reasonable to the storing public, and that has been the first consideration.

Why?

Because you are our bread and butter. We can't do business unless you store with us and you are not going to store with us, and you are not going to use the warehouses, if you are not treated right. We are not going to see branch warehouses closed up and the business given to the public warehouses, where it rightly belongs, unless we make the proposition attractive to you and give you the right kind of storage facilities and intelligent service to go with it, and a fair and reasonable price.

There are a great many ramifications to the storage business and that is the reason it is necessary to include a good many ramifications in the Rate Guide.

If all of the merchandise stored was to come to us in clean, dry, compact packages of average size, four square in shape, and in quantity, the storage business would be an easy one, but unfortunately such is not the case. We receive packages of irregular shape which cannot be piled to a height of 7½ feet; packages containing liquids which leak and have to be kept away from other merchandise involving lost space; merchandise requiring air spaces and subject to constant inspection requiring access to all parts of the pile; of excessive value requiring greater care and responsibility; of many varieties requiring the maximum use of space so as to permit immediate deliveries, all of which have to be treated by the warehouseman in such a manner as to yield him in the last analysis his base rate charge for all of his usable storage space.

Equalizing the Burden

It would be neither fair nor equitable on the part of a warehouseman to assess a nice, clean well packed commodity for a portion of the loss incurred by reason

of space lost in taking care of a dirty, leaky commodity in undesirable packages, although such has been the case in years gone by, and the operator of today is making an honest endeavor by the use of a Rate Guide such as this to take care of the clean commodity at the lowest minimum of storage cost, and in making the dirty commodity carry its own load by assessing an additional charge against it to cover the additional expense incurred in caring for it. This is being done by the use of what is known as "Modification," and while we do not claim perfection for it, it is a fact that a great deal of care and thought has been exercised by men of long experience in the storage business in working out the various Modifications shown in this Rate Guide.

Gentlemen, I want to say that whenever warehousemen have attempted to extend their work in any way in connection with the publication of a rate guide, they have always called in a representative body of warehousemen from different parts of the country—men of varying ideas—with the idea of getting the whole thing and putting it in one crucible, and boiling it down and getting the best product, and so we have spent a lot of time and money working out these different problems.

Protecting Customers

In looking through this Rate Guide you will find that the various things are classified in the various columns, which would be called "storage qualifications." It is necessary for us to have those modifications in order to protect the man who comes to us with a commodity to handle, and our thought is that we want to take advantage of such business, and we want each commodity to stand on its own footing, and the man who brings us a commodity of uniform size and one that is easy to handle, we want to get the absolutely lowest price—the lowest storage rate possible—to attract that business to us; and the man who comes along with a dirty commodity that requires extra cleaning and looking after, we have to keep his goods away from others to avoid the possibility of leakage spreading around and causing damage, and it is necessary that we collect from somebody for that space by reason of this commodity being undesirable, and so it is only right that we should make the dirty commodity carry its own load, and not place any such load on the clean commodity.

In other words, we can store your package on a basis of three cents per package per month, if it is the right kind of package, and we want to do it, and we don't want to have to charge you three and a half cents because some other commodity causes us loss of space and other losses.

We have done that in times past because we have not studied our business and we had not worked the thing out as it should have been done, although those things of necessity take time and have to be worked out through a process of evolution, but we are glad to-day that we have taken the time and worked this

thing out and have had an opportunity to sit down with men like you and explain to you the why's and wherefore's of it, and show you that the whole idea is to make the proposition as reasonable and equitable for all concerned in the storage of various commodities offered to us.

I now desire to call your attention to another feature of this Rate Guide and that is the handling of merchandise in warehouses. Storage men have been keeping an accurate account of the cost of handling merchandise in warehouses for some time past, and the more they study and work on this problem the more

the lowest rate and assessing a higher charge against such commodities as consume more time and consequently a greater expense per ton to the warehouseman in handling of the same.

When we consider the matter of merchandise handling rates, we must of necessity consider other services required of the warehouseman in the handling of merchandise and which are covered to a large extent by the "Standard Terms and Conditions" (enumerated on pages 2 and 3 of the Guide). Very often we are confronted by a customer who becomes impatient at us for the variety of charges which we make against his merchandise in connection with the handling of the same and he cannot understand why we cannot make him a flat charge of so much per ton for handling and let it go at that.

If he was the only customer we had to do business with, it would be a very easy matter for us to acquiesce in his view, but such not being the case, we have to consider the rights of our other customers with whom we have to deal, we in Minnesota especially having had it indelibly impressed upon our minds that we must show no discrimination between members of the storing public.

Additional Service

Let me illustrate this point. Two men come to my office and ask me to store and handle for them a similar commodity packed in a similar way. The first man requires only that I store and handle his merchandise, accounting to him for the number of packages which he stores with me. The second party requires that I store and handle his merchandise in like manner, and in addition to this service requires me to weigh out the merchandise as delivered, or to read the weights on the packages, holding me accountable for any errors which may occur in reporting the weights to him, and still further requires that we prepay the freight from Minneapolis to destination on every shipment which we make for him. It would be manifestly unfair to the first man to charge him the same rate for the service he requires as that charged against the second man who requires so much more service of the storage company, and if we were to make the same charge it would be obvious on the face of it that the first man was paying the storage company for a portion of the additional service required by the second man.

Storage men have come to realize this point very seriously in making up a scale of charges for warehouse service, and the paramount desire on the part of the storage man is to charge the first man only for such service as he actually requires of us, and to make the second man pay an extra charge for the additional service which he demands to cover the cost of performing such additional service for him.

It has been my privilege to meet at various times to discuss matters connected with the making of rate guides and storage tariffs, and when an expression has been given me by men who are on the other side of our desks, in

COST OF GUIDE IS \$2

THE price of the Central Warehousemen's Rate Guide, here interpreted by George Hamley, the club's president, is \$2 a copy. The document may be obtained by addressing the association's secretary, George A. Rhame, 732 McKnight Building, Minneapolis.

Shippers who attended the Cleveland convention of the National Distributors' Association may obtain one copy each, without cost, by arrangement with the Central Warehousemen's Club. Send your request to the N. D. A.'s secretary, Kent B. Stiles, editor of *Distribution & Warehousing*, 239 West 39th Street, New York City.

It will repay every traffic manager who distributes through warehouses to obtain the Rate Guide and study it in connection with this explanation by Mr. Hamley.

necessary it becomes to work out a scale of charges that will fit the various commodities handled so that no one commodity will be assessed to help pay a loss sustained in the handling of another commodity.

Here again this Rate Guide says to the operator desiring to use it, first, ascertain your costs and, when you have done so, determine your Base Rate, and then refer to detailed information (pages 4 and 5 of the Guide) concerning the figures to be used after your Base Rate has been decided upon in accordance with your costs.

This is a decided step in advance of the old system formerly used of making the storage revenue carry a part of the cost of handling, for it worked an injustice against the manufacturer who permitted his merchandise to remain in storage for several months and in favor of the manufacturer whose merchandise was turning over regularly every 30 days.

In working out the plan of the Merchandise Handling Base Rate Table the same thought has been constantly in mind as that exhibited in the making of the Merchandise Base Rate Storage Table—that of handling at the lowest possible cost all commodities worthy of

relation to such storage tariffs, they have unanimously declared in favor of the printed tariff, such as we have in Minnesota, stating that the tariff is the finest thing that has ever appeared in connection with the storage business, and it is a fine way to work out a satisfactory solution for making a charge for the service which we perform.

Now, gentlemen, don't misunderstand me—I don't come before you and say that the scale of prices we have used is the finest thing, but the principle of the tariff—the idea of having commodities listed in print, with a base rate for storing and handling, from which to work, so as to get away from the matter of discrimination between customers.

I think that I will not be in fear of contradiction when I make the statement that a customer who might come to me, as a warehouseman, and ask my price for storing a certain commodity under the old order of things, is permitted to beat me down to the price by reason of his having a very sharp pencil, and getting me down from the price of five cents per package, which was my first offer, to his price of four cents per package.

No Discrimination

I say that I believe I am right in saying, without fear of contradiction, that when you walk out of the office of my warehouse with that four-cent rate you are not absolutely satisfied in your own mind, for this reason—you have competition and lots of it, and you don't know but what, an hour after you have gone out of my office, your competitor will walk in and find a weak-kneed warehouseman there who is susceptible to a reduction of rates and will secure from me a rate for a similar package of three cents, thereby working to your disadvantage from the competitive point of view; and as long as you have this feeling in your mind you would be far from satisfied.

The condition is to-day that warehousemen—I speak of progressive warehousemen—who recognize the fact that the principle of base rate storage is the only rate and the only proper rate that is fair and equitable to the two sides of the desk, use a Rate Guide and such a system in connection with the making of storage charges that it does away with discrimination among the storage customers.

All we want is a base rate charge of so much per square foot for the space, whether it is coffee or sugar or peanuts, and the warehouseman makes out his monthly bill and he has so much usable space and he wants to get back his base rate charge, and so without favor or without discrimination, he tells the storage customers that the price is so much for a certain class of package.

We have to know the measurements and the weights, and if the weight is three cents we are going to ask you three cents and not four cents, and then, when your competitor comes in, he will not get a lower rate than that which was given to you, and I think, gentlemen, that is

the only sound foundation on which to build any business, be it the storage business or anything else.

There are other features published in this Rate Guide relating to the storage of "Small Lots and Varieties," "Merchandise Cartage Base Rate Table" and a "Household Goods Storage Table" which have been worked out in much the same manner as the other features to which I have already referred so I will not take the time to discuss them.

Study the Guide!

In closing, I desire to state that there has been some misapprehension on the part of the storing public relative to the use of this Rate Guide among the storage fraternity which has no doubt been brought about by reason of suspicion and distrust, and then, too, there has no doubt been some confusion in the application of the same by men engaged in the storage business because of a lack of study and proper understanding of it, but if any man will take the time to give it the careful study which it merits it will become apparent to him that it embodies correct principles of fair dealing, is reasonable and equitable in its treatment of commodities, and the intelligent use of it by men engaged in the storage industry will bring about what fair minded men who are using the public storage houses for the storage and distribution of their commodities most desire—a fair and reasonable charge for the service performed, uniform in its application wherever used, and remunerative to the extent that it will permit the use of modern fireproof warehouses, bring about the employment of intelligent people to insure satisfactory handling of your merchandise plus a reasonable margin of profit for the storage operator.

I would like to call your attention to some things in connection with the handling of merchandise that is not generally considered by men not engaged in the storage business.

Labor Charges

When we engage a man to work for us in handling the freight at fifty cents per hour, we have to have over that man a foreman or a supervisor to whom we pay a larger wage, which naturally increases our average wage above the fifty cents per hour. We have to take care of that man in slack times during the day when it is not necessary for him to be doing things about the warehouse. We have to give him other things to do than the actual handling of freight, such as sweeping up the floors or making little repairs, and once in a while the man is sick, and if he is an employee who has been with us quite a while and is a good man, we pay him for the loss of his time, and we have to pay for workmen's compensation insurance in order to protect ourselves against the possibility of accident, and we have to pay in connection with the handling of merchandise a lot of money for clerical work in connection with the taking of orders on the tele-

phone and the opening up of the orders and in making them out—a great deal of clerical work—so there are many things that go into the actual cost of handling merchandise, and I think one reason perhaps why warehousemen have been criticised for excessive handling charges is because a shipper may have made a test at his own factory when he was loading or unloading a car, and then he finds the actual labor consumed at the price per hour, and it is a great deal less than the price per hour, or the price per ton, which we are charging, but he has not taken into consideration all these other elements in connection with the handling of merchandise.

It is a known fact that for every dollar a man pays to his actual workmen who do the handling of the freight in the warehouse, he pays out another dollar for all of the work necessary in the clerical work and which is necessary in the handling of that freight. I say, without dispute, that we pay another dollar, and some warehousemen will tell you that it costs as much as one dollar and fifty cents.

There is a diversity of opinion among warehousemen, but we are all agreed, and even the doubting Thomas will say—and thoroughly believes and knows—that the cost is at least another dollar in addition to the dollar we pay to the workmen who actually handle the freight.

No Price-Fixing

Any man who is interested to the extent of following this subject further should get a copy of the Rate Guide, and when he does he will find that after the warehouseman has ascertained his cost he will go to the base rate, and his rates are made up from that source.

The general principle of the Rate Guide is such that no attempt has been made whatever to co-ordinate prices at all, but we have worked out a principle of making charges that we believe is absolutely fair and equitable, and it is up to the warehousemen in every case, after ascertaining their costs, to determine the base to work from.

In connection with the traffic men receiving copies of the Central Club's Guide, I would suggest that if you will get a copy of this Guide, you should take a little time to study it, together with the explanations on the explanation page, and read it thoroughly and digest it, so you can proceed intelligently with the rest of the others, or you will find it difficult to secure the information you seek. Don't do as some of us do who buy books on the spur of the moment and set them by until a convenient time to read them. The dust accumulates very fast and then we get discouraged when we see the dust.

I consider that the Central Rate Guide is as fine a publication as was ever published by any line of industry. Perhaps I am biased because I have only had experience in the storage business, but the fact remains that is a very valuable publication, and it is worthy of your time and study, by the customers as well as by the storage men.

Proposed Standard Forms and Methods*

And How They Will Benefit Shippers, Are Outlined Before
the National Distributors' Association

By ALTON H. GREELEY,
Chairman Simplification Committee, American Warehousemen's Association

IN May of this year we had a conference in Washington with Secretary Hoover, which was brought about through the efforts of President Morse of the American Warehousemen's Association in connection with the Chamber of Commerce of the United States, with a view to standardizing and simplifying the forms and methods of the operation of the warehousemen with the trade.

After going into the subject at some length it seemed unwise to try and standardize the inner-office systems of the various warehouses because of the condition of the business.

A form which seemed proper for a warehouse of one size would hardly work in with a warehouse doing a much larger business.

It also seemed unwise to endeavor to make uniform forms that would not do in some sections of the country where different lines of commodities were handled and for that reason it was necessary to abandon that feature of it and perhaps wisely, because there is no other body of men in the world who are as jealous of their ability as warehousemen, and we admit it.

Therefore, if we tried to standardize the inter-office forms we would probably never arrive, and so the activities of the committee which President Morse appointed are confined wholly to the forms which have to do and deal with the public. And to work out that plan, the committee has been under way and is making, I believe, very wonderful progress.

Original Contract

THE first form that we started to work out is one of terms and conditions and having to do with the original contract or the initiative or negotiation which takes place at the time you make your inquiries of any warehousemen regarding storage. That form will carry with it the amount necessary for answering your inquiry, and as to just what information you desire about rates, etc., and instructing you about how to ship, etc.

The acceptance of that form really means the entering into of a contract with the warehouse company—between the warehouse and the customer—and we believe it will do away, in a measure, with many of the misunderstandings which have formerly taken place by perhaps misquotation or misunderstanding of the size of the packages or kind of material, because these forms will, in a way, provide the place for the necessary entries that have heretofore, perhaps, been neglected.

You all know how easy it is in sitting down to dictate to pass over some very pertinent things. Where the set-up is there it is very easy to fill out the blank spaces, and I am sure you will appreciate and realize how wonderful it will be to have the forms coming from the warehousemen all of the same size. And then again, the wording and the place for insertion of the various items to go on those forms, I believe, will simplify your work and also serve notice on you that we are endeavoring to work with

SHIPPERS' SUPPORT IS ASKED

HOW the manufacturers who use warehouses will be benefited by the forms and methods which the American Warehousemen's Association is endeavoring to standardize and simplify, with the support of the Department of Commerce, is here told by Mr. Greeley. These forms and methods relate to:

1. Original contract.
2. Manifest.
3. O. S. & D. report.
4. Warehouse receipts.
5. Notice of orders filled.
6. Invoice and stock report.

The support of the National Distributors' Association and other shippers in putting the forms and methods into use when they have been endorsed by Secretary Hoover, is asked by Mr. Greeley in his talk.

you and do everything that is possible to give you the very best possible service, because that is really the main thing in the warehouse business. The business once secured, the idea is to give service.

The Manifest

THE second form, or method, is that of the bill of lading and manifest, and I think perhaps, in discussing this question with a body of gentlemen engaged in the business, as you are, that that is one of the most important features coming from your side of the business, and that is to see that the bill of lading and manifest always accompanies your invoice or letter or whatever form you are sending in the cars to the warehouse. If cars arrive on the track, many times you may prepare them at the point of shipment, and through railroad error the car arrives with the charges still attached and in the absence of the bill of lading it becomes necessary for the warehouse to again pay those charges. You are familiar with the necessary fussing to get the refund, and it is an unnecessary process anyway, because the bill of lading which will do away with that should be sent.

A word on the manifest. There are many cars arriving in the yards of the warehouses throughout the country upon which no advice has been received and in the absence of the manifest it is impossible to tell just what the contents of the cars are and, therefore, confusion, and perhaps delay, and maybe resulting in demurrage charges accruing, so that from our point of view we feel that this is a subject that your organization should broadcast among your members for the benefit of both parties—the warehousemen and the shippers—that we may have co-operation that will result in a unified service.

*Address at Cleveland convention of National Distributors' Association.

O. S. and D.

THE third form (and, by the way, there are only six forms altogether—we worked the matter over until we discovered it possible to confine and reduce all the forms down to six in number) is a memorandum of arrival and the over, short and damage report.

This memorandum of arrival is not to be construed in any way as a warehouse receipt, but is simply a memorandum of arrival. If a warehouse receipt is desired it will be given later upon request, or by knowledge of the type of your business, if such is required, and it will be sent to you in the customary way of operating the business if that becomes necessary.

The over, short and damage report has on it all that we believe necessary to fortify the shipper in handling his claims with the railroad company. An extra copy is made of the over, short and damage form, which is sent to the railroad company so that they have advance notice that the car has arrived in damaged condition, giving them an opportunity to inspect the car, if they desire to do so.

Receipts

THE fourth form concerns negotiable and non-negotiable receipts or instruments.

The subject of non-negotiable receipts in our organization has been one of discussion for twenty or thirty years back. I doubt, ever since I have been connected with the American Warehousemen's Association, if we have ever had a meeting where a broad and large discussion has not taken place regarding the use of these receipts, and I believe that at the A. W. A. meeting beginning Wednesday we can reduce this receipt down to what would seem to be perfection, so that it can be called a real standard article from now on (see page 8).

The use of the negotiable receipt, as far as your organization is concerned, would seem to have been neglected. As a means of finance the bankers of the country are looking now at merchandise in storage as collateral—as a preferred one—and to you men who are storing goods in public warehouses (and I mean by that warehouses that are reputable, because no others should be used), there are very few banks in the United States who will not loan a proper amount upon certain types of merchandise that make good collateral where the receipt is issued by a good and responsible warehouse organization.

Were it not for this feature, I doubt very much whether the currency of the country would be as flexible as it is, because this represents a means of the manufacturer, in the first place, of storing raw materials previous to manufacture, and also later storage under non-negotiable or negotiable receipts, thus giving to the manufacturer the funds for the operation of his business and to carry on the work of the manufacturing end of the business as he may see fit.

I should like, if I may, to deviate from some of the things that are perti-

nent to this report, to say this, which I think is a point that should always be given consideration:

I know that many of the traffic men in the country like to have their department a big one. They are not to be blamed for that. There are many cases in the United States where, through the ill-advice of traffic men, the executives of many large organizations have been induced to build privately owned warehouses. There are many cases where that is true—that the traffic departments have ill-advised the executives, resulting in the construction of many privately owned warehouses where a public warehouse could answer the purpose and be much better for the manufacturer and give a much better service in a much better way than would be the case with a privately operated warehouse.

I say this for this reason: that the peak load of most all lines of industry in the United States comes at two different periods of the year and may not continue at any of those peak load periods for more than thirty or sixty days. If you will picture in your mind a warehouse of 100,000 square feet and then divide that down into 10,000 units—ten stories with 1000 feet on each floor—in the low period of manufacture or whatever the reason for the low period may be, you will find that during that slump in business, while there is not a demand for the trade, the warehouse may be filled to the extent of 10,000 or 20,000 square feet, and that may increase dur-

SHIPPERS' SUPPORT
PROMISED

ASSURANCE was given to Mr. Greeley, at the conclusion of his address, of the co-operation of the National Distributors' Association. John Simon, president of the N. D. A., said:

"We are more than willing to co-operate with the American Warehousemen's Association, as well as any other association, in carrying out the idea of simplification of forms.

"We are willing to do everything in our power to make this a success, because we realize, as vividly as the warehousemen do, that we are the ones who in the long run are going to be benefited the most."

ing certain months to the extent where the warehouse may be filled to the extent where all space is used, and if you follow these lines from the first floor to the tenth, you find that during a thirty-day period you have the use of your entire plant. But if there is a depression, you will find that it will come down to 20,000 or 30,000 square feet. That same principle will follow again later on, so that the valleys in the chart represent a loss.

In a public warehouse, where all

classes of merchandise are handled, the peak load of many coming at the same time makes it possible for the public warehouseman to overcome that loss. That is the reason why I say that many times the traffic departments ill-advice the executives and the result is that some day the executive wakes up and finds he has been ill-advised and it becomes necessary to resort to the use of a public warehouse.

I am not telling you something or citing examples of things that have only happened in imagination, but of things that may happen at any time if care and study are not made of that particular point. I think it is a study that should be given very careful and serious thought.

Notice of Orders Filled

FORM NO. 5 represents a note form which is a notice of orders filled and the forwarding of bills of lading. That is one of the main parts of the real service that warehouse organizations must give to the trade in order to really feel within themselves that they are giving a preferred service.

When you make a shipment you like to know it has been made and you like to be advised of it, and you want the bill of lading and you want it promptly, so that if you have to mail it to some other city you know the goods have not arrived previous to the bill of lading, resulting in their being placed in storage.

We all know how discouraging it is and how much trouble and ill-feeling have been brought about by that very condition, and that is one of the very strong points that the warehousemen are endeavoring to make in giving you service.

Invoice and Stock Report

NUMBER 6 gives an invoice and stock report. The giving out of the invoice and the stock report is a subject which, perhaps in practice, is really not a uniform one, because there are many concerns who do not care for an inventory and for that reason an inventory is not regularly taken.

This form will be used in cases where the trade is insistent that they be given this service and has been prepared in a way that will answer all of the requirements needed by you.

Conclusion

I THINK I have endeavored in a very rambling way to give you an idea of the activities of the committee thus far. I can say to you that the first two forms—at a meeting held in this city a couple of days ago—have been approved by our committee and accepted. By that acceptance I mean only within our committee. When the committee is entirely agreed among themselves that we have completed our work the report will be submitted to the board of directors of the American Warehousemen's Association and will then be taken up with the Department of Commerce, who will call joint meetings of our organization, of the traffic organizations of the manufacturers, the bankers and others who are

interested in the use of these forms as far as they interlock with the business of commerce.

After having been approved that way, it is the intention of the Department of Commerce to request that you, who use warehouses of the warehousemen who have adopted this report, give your co-operation in accepting the use of the forms. We are in great hopes, in connection with this work, to accomplish this feature, if it is possible to do so.

Many of the manufacturers in the United States have a very elaborate form

to send to the warehousemen to fill out. I know you can picture, for instance, in your mind a warehouse having 3000 customers. If the clerks in the employ of those concerns were obliged to fill out a special stock report or special form for each customer, I think you can readily see just what the additional expense of operation would be, and that it would be necessary to increase our rates to meet such a demand.

We believe that our forms are to be drawn in such a way that they will answer the purpose of filling the forms

that you have heretofore demanded. And the advantage of having such forms and having them all alike from the warehouses you are patronizing, should be a strong feature in making you realize that you can get along without having these forms come to you separately.

I can assure you, on the part of the American Warehousemen's Association and our committee, that we are most pleased to co-operate with you and we are most glad at all times to accept your suggestions, and we hope you have abundant success in your organization.

Economics of Warehouse Distribution*

By W. LEE COTTER,
Head of Cotter Warehouses of Ohio

AS William A. Durgin of the Department of Commerce has so well told us, we must get a more economic distribution if we are to go on and reach our place as a nation, and I offer this discussion to you and I would be glad to have you consider it. Each one of you has a copy of the graphs and if you will check the items as we go along we will be glad to have you criticize them. If you have any suggestions or any improvements for betterment, or think there are any misstatements, I will be glad to have your suggestions.

In starting, I want to make this statement: that if the local power plant that was formerly attached to every small factory, or every large factory, throughout the United States, was a waste in comparison to the large

centralized power plants of to-day, the warehouse of the producer, the fabricator or distributor is at least a fifty times greater waste than the power situation was fifteen years ago! Therefore, you can see that we have a tremendous job before us, if you will just visualize the difference between the local power plants and such institutions as the various big Edison power companies have throughout the country.

The comparative statement of the problem and the solution of domestic distribution, facilitating transportation distribution between the producer and the ultimate consumer, warrants any system that is a saving of time, material and money, resulting in the betterment of public welfare.

WE will call one side of this chart the present plan, or the negative effect, as I bring it to you. Of course, as a warehouseman, I am trying to show what we, as warehousemen, hope to be able to accomplish in the future.

The original producer has his own warehouse—his barn or a small elevator—or the various warehouses located near where he produces the raw material. The natural factors are the seasonal production, the variation of yields, remoteness from customers, inadequate facilities for distribution, inconstant demand and waste.

If the producer has his own storage, he must have a warehouse large enough to house his own stock. Some years he has a large crop, and another year he has a small crop. He must await the demand of the trade or the demand of the broker, and his distribution is subject to call and to the facilities of transportation companies. It means that a large part of our raw material is stored

at a place where it is almost impossible for the producer to get in touch with the customer who may want the raw material, and in that way be unable to market it, and large wastes result.

This entails a greater cost, because he only uses his warehouse seasonably. He must have a large enough warehouse to store his entire crop, but he only uses it a few months of the year, unless he is able to market his goods. Increased handling costs, increased credit risks, localized markets and increased transportation costs, and the negative effect upon morale, just as all you people know, the feeling of the farmer and the merchant and everyone in the large producing area—you all know how they feel. It discourages effort, and they say, "We won't produce a large crop this year," or they say the same thing about their mines, or whatever it may be, because they don't know whether it can be handled or taken care of.

It doesn't inspire anticipation, and

they don't say, "I had a good crop last year, and I will increase it this year." They don't say that.

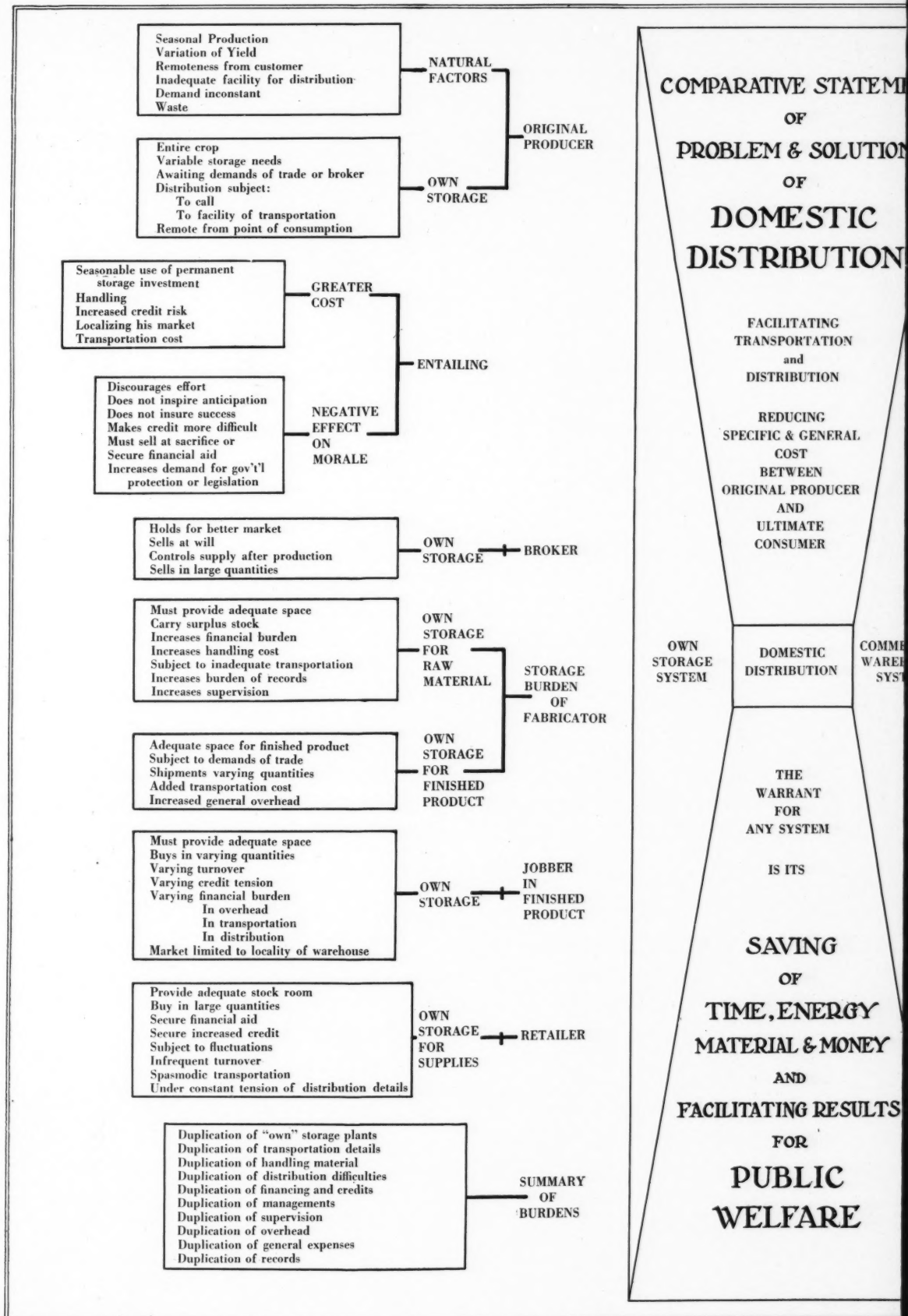
So much for the producer.

If the broker buys this raw material because the producer is forced to sell, he must then move it from one warehouse to another for temporary storage. He holds for a better market and controls the supply of a product after production and sells in large quantities.

The storage burden then becomes greater on the fabricator or manufacturer. If he has his own storage, he must provide for his adequate space and carry a surplus stock, because he doesn't know where the stock is located. It increases handling costs, subject to inadequate transportation; increases records and supervision. He must have adequate space for his finished product, subject to the demand of the trade, shipments in varying quantities and increases in general overhead.

The jobber, after the goods come through—the raw material through the

*Address at Cleveland convention of National Distributors' Association.



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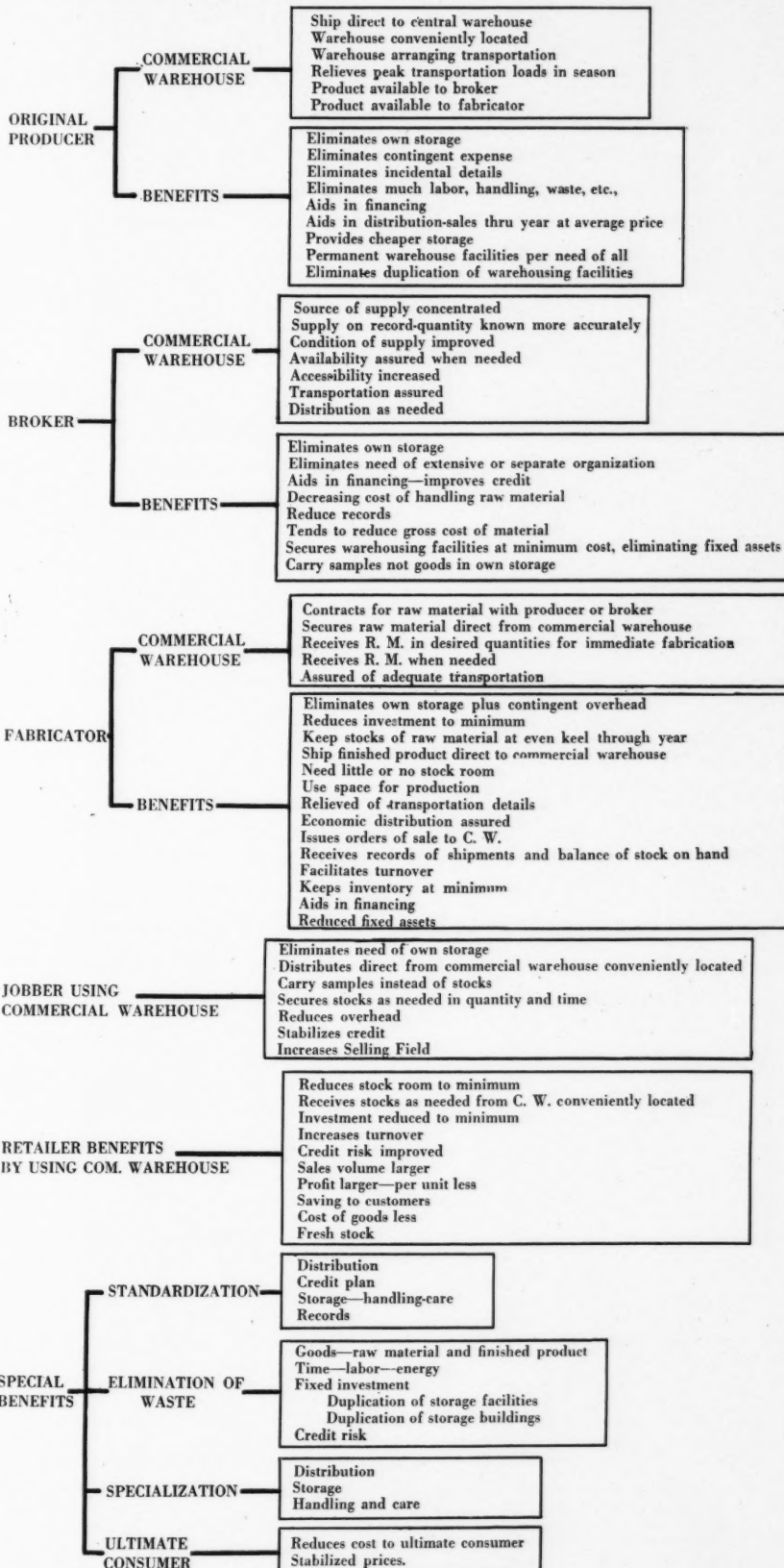
DOMESTIC
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TIME, ENERGY
MATERIAL & MONEY
AND
FACILITATING RESULTS
FOR
PUBLIC
WELFARE



broker's hand into the warehouse—the fabricator stores it again, not having adequate storage facilities where he can distribute his product as it is manufactured.

We all talk so much about Henry Ford, but you probably realize that just about a day's production of raw material goes into the Ford plant in the morning, and that same amount of production comes out and is shipped all over the country, whether there is a demand for it or not, so this is not entirely theory, and has been worked out in one case.

Broker's Market Limited

If the fabricator is to get along, he must have adequate storage, subject to the demands of the trade, shipping in varying quantities. The jobber then gets it from the manufacturer, and he uses his own storage. He must provide adequate space, for he buys in varying quantities and he has a varying turnover.

The market is limited to the locality of the broker's own warehouse. I would like to, at this time, give you a specific

PUBLIC VS. PRIVATE WAREHOUSE

THE advantage to the manufacturer of using public warehouses for distribution, as compared with operating his own branch storage plants, is emphasized in this talk by Mr. Cotter, who believes that this thought is directly in line with the efforts of the Department of Commerce to eliminate wastes in distribution.

Mr. Cotter points out how the shipper, the jobber, the retailer, the warehouseman and the well-known ultimate consumer all would benefit by a more general utilization of the public storage plant.

Copies of the two graphs here presented were distributed, in advance of Mr. Cotter's talk, among the men who attended the Cleveland convention of the National Distributors' Association.

case of a large jobber—a successful jobber—who, during the war, thought he would go into larger territory. He went into Cincinnati and rented a large warehouse, and started with a large force, but when he came to figure the costs he found he couldn't sell at any less than the jobbers already in the field. He operated for two years, under the best of conditions, but made no money.

What the Trouble Was

He had counsel with the large principals who furnished a large part of the material he sold, and they finally arrived at this plan: The trouble was that he could only sell about a hundred miles around Cincinnati, and the field was already well covered at that point. They finally agreed upon this—that they would dispose of the warehouse and make all of their organization productive in either selling, invoicing or keeping track of the stock, and they would have warehouses in five locations, increasing their selling radius to five hundred miles, instead of the eighty miles they had before. In ninety days they turned to a large profit. That is an example of what the jobber can do by using the warehouse.

I also ask, in reference to the credit situation, whether the manufacturer thought the cost to him was any more to keep the stock in warehouses than it did to take care of the credit and risk involved under the previous plan, and they advised me that the only change they could see was that they had less stock in their own warehouse, and a larger stock in the warehouses—in the central warehouses—and the interest on the stock in the warehouse wasn't any more than the cost of good credit and insurance.

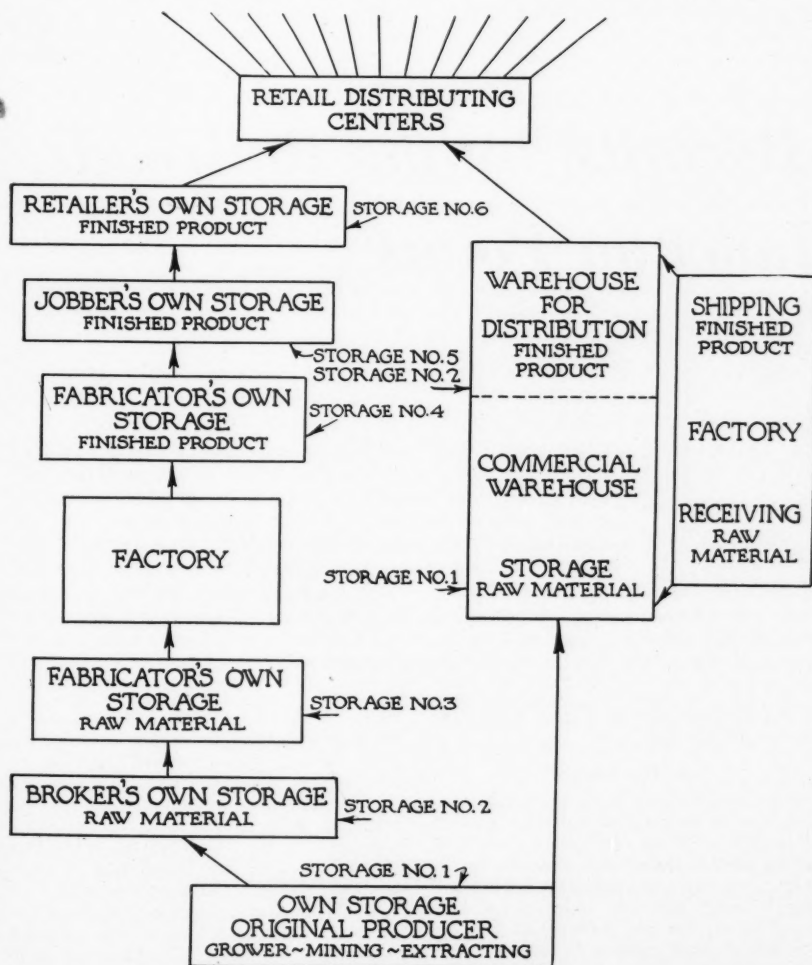
The retailer, in turn, must provide adequate stock room when he is receiving goods from far off, subject to fluctuation, spasmodic transportation, etc.

A summary of the burdens includes the duplication of their own storage plants, duplication of transportation details, duplication of handling terms and distribution difficulties, and also duplication of financing and credit expense and records.

"The Other Side"

IF you will now turn to the other side of the large chart, you will see what we think can be done to benefit the situation. If the original producer ships direct to the central warehouse, centrally located, the peak transportation is eliminated. You will say, "Why?" Because stocks are produced, except the grain crops, at various seasons of the year, and if we relieve the peak distribution at the time of buying, we will have more transportation facilities to take care of the raw material at that time.

If goods are stored in public warehouses, they are more available to the fabricator. The producer eliminates his own storage and incidentally details much labor and handling and waste to someone else. When goods are stored in the public warehouse, he can get finan-



Copies of the above chart and the one on the preceding two-page insert were distributed among the delegates whom Mr. Cotter addressed at the Cleveland convention of the National Distributors' Association. The right hand side of each graph represents the public warehouse industry, as compared with the manufacturer's own storage scheme shown at the left. These charts should be studied in connection with Mr. Cotter's talk herewith.

cial aid. He can sell at a fixed price throughout the year. It provides cheaper storage and permanent warehouse facilities and eliminates duplication of warehouse facilities.

We could get along with at least twenty-five per cent less warehouses. A company could take care of twenty-five per cent more goods, if they could all be used, but many are used only for a very short portion of the year. If the goods are in a commercial warehouse, the source is naturally concentrated, and that is where Mr. Hoover's department could come in fine—we would be able to know what we had. Conditions of supply would improve, transportation would be assured, and there would be distribution as needed. The benefits would be the elimination of extensive and separate organizations, improved credit, decreased cost of handling material, tendency to reduce the gross cost of materials and secure warehouse facilities at a less cost.

The broker in a large measure could carry samples of his goods, instead of large quantities. The fabricator, if the raw material were well centralized, could

contract for his raw material with the producer or broker and secure material direct from the material warehouse and receive material direct for immediate fabrication, eliminating large storage for raw materials. He would be assured of better transportation and it would eliminate his own storage plus overhead.

It is always expensive for the manufacturer to have a large warehouse adjacent to his own plant. All beginnings are not large, and when a factory becomes large the real estate immediately becomes valuable around that plant. Therefore, the ground becomes expensive, and the type of building is often more expensive than it would be in the natural central warehouse.

The benefits, then, would be economic distribution, the orders would be issued direct to the central warehouse, which would facilitate turnover and keep an inventory at a minimum, and it would result in a reduction of assets. The manufacturer, the jobber and the producer would then eliminate their own storage, distributing direct from the central warehouse, and the broker could carry samples instead of stocks. Stocks

could be secured immediately; overhead would be reduced, credit would be stabilized, and there would be an increased selling field.

The retailer would also benefit. He would reduce his stock to a minimum, because he could always get small stocks. His investment would be reduced to a minimum. He would reduce his overhead, which would increase his credit list. His sales volume should be larger and his profit larger per unit. This would result in a saving to the customers, and he could carry fresh stocks.

The special benefits would be in standardization of distribution, credits, storage handling and in records. The elimination of waste in raw material, in finished products, in time and labor and energy would be effected. The fixed investment would be reduced; the duplication of storage facilities and buildings would be reduced, and there would be a very much sounder credit position.

The warehousemen would specialize in distribution, storage and care. The ultimate consumer would get reduced costs and prices would be stabilized throughout the year.

Restoration of Records, by the Railroads, at Junction Points*

By H. D. BURNHAM

Vice-President, Central Oil & Gas Stove Co., Gardner, Mass.

THIS question of keeping of records by the railroads at junction points, I believe, is one that is of vital interest not only to the shippers, but also to the warehousemen, for it is not a difficult matter in these times, nor at any time; to trace a carload shipment.

One only has to go to the proper authorities to get complete records of those shipments, but when we come to the points of attempting to trace a less than carload shipment, I think all of us have run up against a stone wall,

so to speak. This method was in vogue before the powers across the water got into the recent unpleasantness, but most of us were ready to forego all sorts of conveniences to put across our part in that unpleasantness, and we were apt to accept as good service anything that they dealt up to us in those times; but now that it is over and the prosperity for which we have hoped so long is beginning to return, it has seemed to me, and has seemed to others of you, that the railroads should give us again the service which we had previously.

THIS is a matter which I have taken up with several different lines of railroads, although fortunately or unfortunately, as the case may be, our particular enterprise is located on one system only—the Boston & Maine—and I suppose there are those who know the Boston & Maine service.

I have nothing personally to complain of because we have very good friends in the management of the system and when we don't get just what we want, we have a little seance and it generally goes through, but so far they seem to take the ground that it is better business for them to pay an occasional claim for loss than to go to the necessary expense

of getting the clerical forces to restore these records.

An Illustration

As a specific case in point, I had occasion a short time ago to trace a shipment of twelve or fifteen cases from New York to Gardner. Naturally, I went to the starting point and, with the bill of lading without any car number on it, I asked them for the number of the car in which that shipment was placed. They gave me that information and the point to which that car was routed. Next, I took up the point to which the car was routed and asked them for a record of their handling of that ship-

ment. They came back, after a time, I think it was, with the numbers of twelve cars, in any one of which could have been placed this particular shipment. I traced those cars from that point to the junction points to which they started and every one of them was traced through to the destination and in none of them did this shipment appear.

I then took it up again and was given another series of numbers—six or eight—that might possibly contain the shipment. To make a long story short, before I succeeded in tracing those cars through, the shipment arrived.

Of course, the bulk of our business, is, as it is with most shippers, in carload lots, and if it were not for the fact

*Address at Cleveland convention of National Distributors' Association.

that it is comparatively easy to trace the car lot of the shipment we would be in a very bad fix, because there are apt to be delays on the part of the railroad companies in these times, especially in times of congestion, and at the present time with the coal shortage and the preference given to coal carriage we know what the result is.

I am interested in this because a good many of our shipments, incoming especially, are of a rush nature, otherwise we should not order in less than carload lots. We find ourselves getting low on certain material to be used in our plant and have a rush shipment come from some nearby point before the carload can reach us, and it is very important that that have pretty close attention on the part of the railroad companies.

For one thing I appreciate the fact that the railroad companies have about all the expense under which they can operate at the present time and I don't want to suggest loading them down with more expense, because I realize the importance of a railroad company, as well as my own company, making enough profit to stay in business, but I think there could be ways and means of economizing in other departments and allow-

L. C. L. CONFERENCE ARRANGED

A CONFERENCE on this subject of tracing l. c. l. shipments has been arranged—Jan. 20 in New York—between the committee on freight handling service, Transportation Division, American Railway Association, and the special committee of the National Distributors' Association—H. D. Burnham, Gardner, Mass., chairman; Eugene Kellogg, Battle Creek, Mich., and Ralph A. Hull, Cleveland.

Immediately following the Cleveland convention of the shippers' association, Mr. Burnham entered into correspondence with the American Railway Association with a view to carrying out the purpose for which the committee was created at the Cleveland meeting, and the coming New York conference is the first result.

ing a little more latitude in the way of expense in putting back into practice that which I feel is very important—the restoration of these records at the junction points.

The situation is the same with relation to the express companies. As you know, at the present time, if you want to trace an express shipment it is just as much an impossibility. The way bill is made up and attached to the package and goes out on the car. If that package arrives at its destination—well and good. If it does not and you want to trace it you can't do it other than through headquarters. They can give you, in a general way, the date of the way bill and the train upon which it left the starting point, but if it does not reach the destination in a certain length of time, as I was told by the local express agent, the only thing to do is to make up your claim.

But as I mentioned before it isn't the settlement we want; it is that the customer get the goods and get them with a fair degree of promptness.

I trust this is a matter that may be freely discussed as it is of vital importance to all shippers and handlers of freight.

Action Following Mr. Burnham's Talk

EUGENE WALLACE, traffic manager of Kellogg Toasted Corn Flake Co., Battle Creek, Mich., declared the subject to be "one of the most vital and important questions which the shippers have to-day." He added:

"As it is to-day, we can't trace a shipment after it leaves the originating point—it is practically impossible—and the added expense to the railroads I don't think amounts to so very much—not as much as it does in trying to locate something you can't find. More time is being

consumed by the railroads trying to locate shipments today than there would be if they established their transfer records at transfer points.

President John Simon of the association suggested the advisability of the appointment of a committee to handle the subject, and Mr. Burnham made a motion to that effect. President Simon appointed Mr. Burnham, as chairman; Mr. Wallace and Ralph A. Hull, of the Pompeian Co., Cleveland, as an "l. c. l. tracer committee." The committee con-

ferred later and on its behalf Mr. Burnham reported:

"We decided unanimously to put up our proposition to the American Railway Association, emphasizing the points brought out in the discussion here, or any that occur to the committee from time to time, which will be done right away, the object being to bring out some expression of opinion from the Railway association so we will know where we are at."

Warehouse Company Uses Advertising to Thank a Railroad for Service Rendered

NEWSPAPER space to thank a railroad for being broad-minded was purchased recently by the Lowell Public Warehouse Co., Inc., Lowell, Mass., says a recent issue of *Printers' Ink*, which says that "in liberal space," under the heading, "The Boston & Maine's Constructive Policies," William G. Welsh, the warehouse president, stated:

"We wish to call the attention of New England business men, particularly those in the cotton trade, to an illustration of the broad-visioned policy of the Boston & Maine Railroad in co-operating with New England industry. We refer to the granting by the railroad of the storage-in-transit privilege on cotton at Lowell, by which cotton may be shipped from Southern points to Lowell, stored there pending sale, and later reshipped to other mill centers, on the payment of the through freight rate from the South to the ultimate destination.

"In suggesting to the Boston & Maine

that they grant this privilege, we found that the officials were willing to consider it from only one standpoint—whether or not it would help New England industry. When we pointed out that it would be of great advantage to New England cotton merchants and manufacturers, effecting economies that would help mills to

meet the constantly growing Southern competition, the railroad management quickly acceded to our request. We believe New England business men will join with us in our appreciation of this constructive co-operation on the part of the Boston & Maine Railroad in upbuilding New England industry."

Boston's Wool Storage

Sixty per cent of both domestic and imported wool goes through Boston warehouses and, whatever may be the fate of other New England industries, Boston will always remain the chief American wool market, according to Robert L. Studley, a Boston wool merchant, in an address at the December dinner of the Boston Chapter of the American Institute of Banking.

Raleigh Company Organized

The Raleigh Warehouse & Transfer Co. has begun a general storage, distribution and transfer business at Raleigh, N. C., with offices and plant on Hargett Street near the Norfolk Southern crossing. E. C. Deaton, formerly a Norfolk Southern engineer, is president, and J. R. Rogers is secretary-treasurer. The warehouse will be enlarged and motor truck service will be maintained.

The Domestic Distribution Department

of the Chamber of Commerce of the United States

and the Future of Warehousing*

By ALVIN E. DODD

Manager, Domestic Distribution Department

ALTHOUGH the Department of Domestic Distribution has been able to impress itself somewhat strongly upon the mercantile classes of the United States during its short life, nevertheless, perhaps, you will be glad to learn something of the work which we have accomplished and of the work which we hope to accomplish.

In order to describe this work successfully I am forced to begin with our definition of the word "Distribution." Really it is a very broad term and embraces the methods applied to every change in ownership from the moment when a commodity is produced until it reaches the hands of the final purchaser. This final purchaser may be a manufacturer who buys machinery for the fabrication of his

product, in which case the Distribution of the machinery ends with him. Or it may be the sale of oats from the farmer to the truck man who feeds the oats to his horses or mules. In this instance we consider all of the agencies through whose hands the oats pass as being elements in the process of Distribution from the farmer to the final purchaser, the truck driver.

Hence, we include within our service the country buyer, the commission man, the warehouseman, the jobber or wholesaler and the retailer as distributors of a product or commodity whether it be food or clothing or drugs or machinery or any other product of the farms or factories of the United States which are consumed within the United States.

OUR place in the Chamber of Commerce of the United States is merely as one department of the eight which have been established within the past two or three years in order that the national Chamber shall truly represent every phase of American business and commerce. . . . I wish to impress upon you not only the broadness with which the national Chamber comprehends your needs and the needs of all business in the United States, but the closeness with which it is able to study the most trifling details of business for the improvement of its circumstances and the protection of its rights. . . .

"Costs of doing Business" are the bugbear of distribution to-day and I am sure that you have heard faintly at least an echo of the problem as it affects the charges for your facilities. Very closely associated with your cost of doing business and with its accompanying circumstances is the subject of simplification and standardization of commodities and packages.

The Committee Method

Naturally we have a rough division into producer (or manufacturer) wholesaler, warehouseman and retailer. This is needed for ordinary discussion but a critical examination shows that the interests of the three groups are the same. They succeed or fail, prosper or fall upon evil days through the same causes, and their interests are indissolubly merged. For this reason many of the trades have formed small committees, each representative of the manufacturer, the wholesaler and the retailer with the purpose of studying their common needs, assuag-

WAREHOUSING AND DISTRIBUTION

IN recent months the men of warehousing have heard a great deal about the invaluable cooperation which the Domestic Distribution Department of the Chamber of Commerce of the United States has been extending to the public storage industry.

The manager of that department is Alvin E. Dodd, who holds the same opinion that many leading warehousemen have regarding their own industry—that warehousing is little understood by the business interests of the country.

At the Cleveland convention of the American Warehousemen's Association and Central Warehousemen's Club many warehousemen met Mr. Dodd for the first time and heard him speak. "Sooner or later," he told them, "you will be regarded as a public service equal in importance to that of transportation."

Mr. Dodd's message from the national Chamber of Commerce to the warehouse industry is given you on these pages.

ing any jealousies which may exist and determining upon such common problems as credits, advertising, standards and arbitration. Some of these committees have advanced to a high state of develop-

ment and may be regarded almost as legislative bodies for the guidance, improvement and benefit of the whole trade.

Much has been said and indeed much has been done toward elevating the negotiable warehouse receipt to the plane occupied by other negotiable papers, but it is quite evident that the warehouse receipt cannot approximate its full growth without having back of it a thorough and consistent scheme of grading the commodity or commodities which it represents.

Grading

There is no debate possible concerning the facts, although individuals will differ as to the importance of these facts precisely as they will differ on almost any other subject which might be mentioned and which is in a transition state. A negotiable warehouse receipt based upon a carload of potatoes without any description of their quality is inferior as a negotiable paper to a warehouse receipt which expresses in a definite way, the kind, size or quality of potatoes.

With your intimate knowledge of the commodities which are entrusted to your care you can multiply many times any list which I might offer and I shall not do more now than suggest this topic as one worthy of your serious consideration; your imagination will carry you beyond anything I can say.

Before leaving the subject I should like to enlarge upon it to the extent of calling attention to the value of a warehouse receipt in the collection of loss or damage claims when the articles receipted are well graded on an indisputable basis. Many raw materials have been subjected to studies which have resulted in acceptable grades and many

*Paper read at Cleveland convention of American Warehousemen's Association. (Paper condensed.)

others are being subjected to this examination, very largely by the Department of Agriculture. You, however, are as much interested in a correct description of the articles which you store as can be anyone else associated with the processes of distribution, for which reason I conceive that this subject may rise even to the dignity of a committee.

Reservoir and Spillway

In any problem of storage, as for instance a reservoir intended for the supply of a city water system, always there are provided passages for conveying the impounded water from the reservoir to the city mains. Also there is what is known as a "spillway" to dispose of the amount in excess of the storage capacity and the demands for use. When such a system is planned an attempt is made to adjust the size of the dam so as nearly as possible to balance the accumulations due to precipitation and the demands due to the city needs. This design must be based on the anticipations of population increase (which by the way, in after years almost always are found to have been too small) and these considerations, of course, lead to the design of larger structures than are necessary for the present or immediate future.

You will have no difficulty in applying this illustration to the warehousing situation to-day as it relates to the capacity of the railroads in times of stress. You are the reservoir, the railroads are the passages from the reservoirs to the consumer; but unfortunately there is no "spillway." Railways are not equipped for storage and the frequent requirements for that purpose not only result in clogging and delaying their equipment which might otherwise be engaged in transportation but it results also in embargoes which would be unnecessary if there were proper adequate storage facilities whereby that which now is dumped upon the railway freight platforms might find its untroubled way into

the public merchandise warehouse.

In a recent trip through Texas enormous quantities of cotton were seen piled in the open, exposed to the weather, suffering real damage; but, worse than that, losing negotiable value because of the conditions under which it was being held. Apples in the Northwest and in the Northeast are rotting on the ground to-day because there is no means of storage, however primitive, or cars in which to ship. In California, the fruit growers are facing great losses because they can neither ship nor store adequately.

There is a problem here which when it is solved will go very far toward solving the fluctuating demands upon our transportation lines which like a tidal wave vary between immense car surpluses and car shortages.

Only eighteen months ago we witnessed the greatest surplus of equipment ever known in the history of the United States and to-day we are passing through another historic experience—the greatest car shortage ever known.

There is no rhyme or reason in blaming the transportation lines for this condition. They are the victims when a victim is needed, but never under any circumstances are they the victors. A railway management which should attempt to provide itself with all the equipment necessary to carry the greatest traffic offered would bankrupt its company. There is no reservoir in which to catch the flood waters of production and hold them safe for the coming dry season!

Future of Warehousing

You, gentlemen, are the custodians of this function and you cannot study it too intensely. Sooner or later you will be regarded as a public service equal in importance to that of transportation. Precisely as happened with transportation, you are in danger of over-construction in a few directions but, unlike transportation, the demand for your service has sur-

passed that which preceded the construction of the great trans-continental lines: You need not build warehouses in order to encourage the production of commodities with which to fill them as the railways were forced to build thousands of miles across uninhabited deserts and uninhabited mountains in order to plant the population which was to supply them with traffic.

Your business already awaits you in thousands of localities where no relief yet is in sight.

Peaks and Valleys

A time may come when the population of the United States will have ceased to increase or decrease and when the units of transportation—the flat cars, the box cars, the refrigerator cars, the heated cars, the locomotives, the tracks, the canals, the locks, the barges, the steamboats, the harbors (and don't forget the rates), will have been adjusted to an economic ideal which will reduce the demands for storage to a happy average.

This time, however, is not within the range of the vision or of the imagination of anyone here present. We shall continue to climb breathlessly up the peaks of good times and tremble timorously as we ease ourselves down the deep steep sides of the valleys of depression.

We know however that every stone which falls from the top to the bottom not only lowers the peak but helps to fill the valley and we may expect confidently that this process in business will, during the ages to come, force the level of Distribution toward the horizontal precisely as the elements in the atmosphere and the alternations of heat and cold are leveling the Rocky Mountains.

In the meantime, it is comfortable for you to recognize that these peaks and valleys in Distribution justify you in believing that there are not enough available funds in the United States today to construct at once the warehouses which are demanded.

FEDERAL INQUIRY INTO STORAGE FACILITIES AT GALVESTON

ALFRED H. RITTER, specialist in transportation and port development, and W. E. Ritter, statistician of the United States Board of Engineers for Rivers and Harbors, are making an investigation of the wharf and warehouse facilities of the port of Galveston and the sub-port of Texas City. Their report will be issued in co-operation with the United States Shipping Board, it is stated. In speaking of his investigations, the latter said:

"While I have visited nearly all of the important ports of the country, this is my first visit to Galveston. I have gone over every foot of the facilities here. I must especially commend the foresight exercised in reserving ample space for yards and tracks throughout the entire development, thus effectually providing against delays in handling cars to and from the terminals, which have been so exasperating at some of our ports.

"It cannot be doubted that the future

will see greatly increased traffic movements through the Gulf ports, and Galveston is certain to take an active part in this improved trade. Preparation for it must be made, not only by keeping the physical facilities up to the needs of shipping, but also by the energetic application of a policy designed to attract, to the port, traffic of the kind particularly needed to afford profitable operating conditions for vessels. This phase of port development is being carefully studied by some of our ports and excellent results have been obtained in stabilizing routes.

35 Volumes

"The report on the Galveston Bay ports will constitute one of a series of about thirty-five volumes covering seventy-five ports, prepared to meet the need of the War Department in its development of harbors and its encouragement of port facilities; of the shipping board

in the promotion of an American merchant marine and of commercial and shipping interests in the upbuilding of our water-borne commerce.

"Information regarding our ports has not heretofore been available in such form as to afford for a selected port all data essential to a vessel desiring to call, or to enable a shipper to make a comparison of the facilities and charges at one port with those at another for the particular class of business in which he is interested."

The reports now being published under Mr. Ritter's immediate direction include full information relative to port and harbor conditions, port customs and regulations, port services and charges, fuel and supplies, port and harbor facilities, railroads and steamship lines, freight rates, terminal charges and practices, traffic moving through the port and detailed information concerning the territory which it serves.

Here Is Something Cogent on Pool Car Distribution*

By EUGENE WALLACE,
Traffic Manager, Kellogg Toasted Corn Flake Co., Battle Creek, Mich.

WE, as shippers and users of transportation and warehousing, as a rule are very extravagant in the method of handling our shipments; that is, we do not get into the small details as closely as we should in endeavoring to eliminate as much overhead cost as we possibly can, which can only be accomplished by close attention to the small details.

The American manufacturer of today must exercise every effort possible to try and solve this question, that is, to produce goods at a lower cost to the consumer, and we

could accomplish this much easier if it wasn't for so much Government regulation, especially in the transportation end.

We are restricted in a good many ways. If we had more liberal rules in regard to the mixtures than we have at the present time we could handle pool shipments, or rather the warehousemen could handle pool shipments, or pool cars, in better shape; that could be accomplished by the united effort of both the shippers and warehousemen in getting some liberal mixing rule through the transportation companies—through their committees.

BEFORE the war the cost of the transportation of our commodity was 15 cents per case and in 1920 the cost rose to 33 cents per case; that is, figuring on the basis of 3 cases to the hundred pounds.

The cost of transportation of our commodity was put up to the traffic department the beginning of 1920 as to devising some means whereby we could reduce this cost. There was found that in a great many cities where we were carrying stock in warehouses the delivery from warehouse was from 200 to 1000 cases per week. This matter was immediately taken up with the sales department as to making pool car shipments to those points; that is, getting two or three jobbers to pool their requirements in each week or each month and make the shipment to some one of the jobbers and notify the balance of the jobbers to call and receive their portion upon the arrival of the car. This gives a shipper the advantage of carload rates and cuts out the cost of storage and cartage, which is a very large item in the volume of business that his company handles.

Before 1920, for an example, we were carrying stock at Atlanta, Ga., and making shipments from Atlanta to Augusta, Columbia and Macon in less than car-

load lots. The carload shipments were 600 cases, or 20,000 pounds, to Atlanta. Shipped locally from Atlanta to Augusta the cost was \$113; 600 cases, or 20,000 pounds from Atlanta to Columbia, \$140; Macon, \$113.

In 1921 the average cost of storage and cartage per case was 8 cents; 600 cases would cost for storage and cartage \$48. On the Augusta l. c. l. shipments this would mean that the cost of storage and freight charges on the 600 cases would be \$161; on the Columbia shipments, \$188.

Saving \$160,000

We have eliminated this extra expense by making pool car shipments to Augusta, Columbia and Macon. Of course those three cases are only used as illustrations of what we are doing in the entire United States, and in 1921 we shipped more goods than we did in 1920, and we made a saving of more than \$60,000 in a year in storage and cartage, and in addition to this there was a saving of more than \$100,000 on freight charges on less than carload shipments from warehouse to points outside of our storage points.

So we are now using our pool cars to all points possible. For example, in han-

dling our shipments we ship a car with a stop-off to partly unload, at a given point intermediate to the final destination, which means that the only extra expense that we are put to is the stop-off charge.

The railroads prefer to handle carload business, in preference to less carload shipments, for the reason that 75 per cent of the claims filed against the railroad companies are on less than carload shipments and also it costs the railroad about 8 per cent to handle less than carload shipments.

So if we are able to reduce the amount of claims filed we are assisting the railroads to reduce their expense that much, and this will reflect back in the form of lower rates to the shippers, and lower cost to the manufacturer means lower cost to the consumer, and that is the vital question confronting the people of this country to-day, and the only way that it can be reduced is by all manufacturers and shippers doing everything possible to reduce the cost of production, transportation and reduce the cost of selling of goods to the consumer, and the pool car is one of the factors in this item of reducing the transportation costs and it should be applied whenever possible.

Discussion Following Mr. Wallace's Address

IN reply to the question "Is the distribution made at the warehouse at the point of destination?" Mr. Wallace gave a negative answer. "Who handles it—your jobber?" was asked, and he replied:

"Not to my knowledge. That is why I said this organization and the American Warehousemen's Association should work along the line of putting the matter

up to the transportation companies as to more liberal mixtures, so that the warehouse can make pool cars for various shippers to one destination."

H. D. Burnham, vice-president of the Central Oil & Gas Stove Co., Gardner, Mass., declared his company had given considerable thought to this subject.

"A man going into Hartford might

sell half to two-thirds of a carload in the city to different dealers," he said, "and he might make up the balance of the car in sales to customers in the immediate vicinity of Hartford; in which case the car would be shipped to Hartford as a carload and distributed from there.

"Our best bet has been to arrange with some warehouse, or distributing com-

*Address at Cleveland convention of National Distributors' Association.

pany in a certain city, to do that business for us. We never have been able to do that satisfactorily through our regular warehouses, largely for the reason that most of them charge storage on that car before it is shipped out; but I just recently made an investigation—an arrangement—with a distributing company in Bridgeport, whereby they would distribute that carload of goods, and we would make out the bills of lading for the out-of-town shipments and the manifest, showing the actual contents of the car for each specific dealer, and they handle that for 10 cents a 100 pounds, making a charge of \$18 for the distribution of the car—a very reasonable price. If that had been handled through some of our warehouses there would have been a month's storage added to that.

"We have had this matter up for some time, and we have found that it works out very nicely with the minimum of expense, and it is a great help in selling goods, to have salesmen go into a man's place of business and say, 'We are making up a pool car for this place, and we need about so much more business to go into that car.' He is usually able to secure a larger order than he would

LIBERAL MIXING RULE WANTED

A SUGGESTION that the National Distributors' Association and the American Warehousemen's Association co-operate in an effort to have the transportation companies allow a "liberal mixing rule" as a stimulus to pool car distribution is made by Mr. Wallace in his talk.

Discussion of the subject brought out a thought for the warehousemen—that the practice of charging one month's storage on pool car shipments is turning away some profitable business.

otherwise, from the fact that the goods are sold f.o.b. that point, where they would otherwise be sold f.o.b. the factory. We have found that it makes a considerable saving in transportation costs in patronizing this method of distribution."

"I want to ask," said R. M. Jenkins, president of the Union Transfer & Storage Co., Madison, Wis., "if your point was that a warehouseman's charge is a month's storage on the distribution of a pool car?"

Mr. Burnham replied that "that has been the custom of some warehouses."

Peter S. Burghart, vice-president of the Security Storage Co., Minneapolis, explained the practice in Minnesota, saying:

"Our tariffs up there provide when a car arrives that is for distribution, or any part of it for distribution, that the part that is shipped immediately is handled at 75 per cent of the tariff rate. The handling charge on gas stoves and oil stoves is 10 cents per hundred weight, so that would be 7½ cents per hundred weight with no storage. We load tramp cars for all the roads out of the Twin Cities, and there is no extra cost for storage. Get your various people lined up and it won't be very expensive."

In reply to questions Mr. Wallace declared that four or five jobbers would be the maximum to include for one car. One shipper present admitted he included 150 to a car.

Gauging the Human Element In Truck Operation

By P. L. SNIFFIN

IN the experience of practically every warehouseman it has been found that in the haulage phase of his business the motor truck driver is the human element which not only determines to a large extent the cost of operating the motor vehicle, but that gages very nearly every phase of the profitable handling of goods to and from the storage warehouse.

Unfortunately the responsibility placed upon the truck driver is too frequently underestimated. He is solely responsible for the efficient operation and care of a vehicle which represents a large investment. He is the warehouseman's representative in the field, so to speak, and as such creates an impression, among customers and the

general public one way or another, which is reflected directly to the warehouseman's business. He is legally the warehouseman's agent and for his acts the warehouseman himself is held responsible, as in the case of accidents and violations of traffic ordinances.

He may, through diligence, enable his truck to accomplish a large amount of work in a given time; or, through an attitude of indifference or laziness, cause a high unit hauling cost which will sink deeply into the profits of the business.

It is significant, therefore, that the selection of drivers is of even greater importance than the selection of the vehicles themselves.

A POOR vehicle in the hands of a competent driver is a far preferable combination than a good vehicle in the hands of a poor driver. It is a matter of common knowledge among experienced fleet operators that any attempt to economy by limiting the salary or by hiring inferior men is invariably poor policy in the fixed analysis. Yet, above all, the chief justification for exercising extreme care in employing drivers lies in the elimination as far as possible of "turnover." It is not only inconvenient, but highly expensive to drop one

man from the payroll and hire another at frequent intervals. "Breaking in" a new man requires patience which is costly, and obviously too much of this will cause premature wear of the motor vehicles and a substantially higher operating cost. The ideal set forth by those operators who use large fleets is to originally select the type of man in each case who is steady and capable; then to encourage him to take pride in his vehicle; to keep him well posted if necessary upon principles of care in truck operation; and at all times to

foster a spirit of mutual interest and cooperation in the work.

Qualifications to Consider

P RIMARILY, the applicant should be well physically, as a good constitution is necessary for heavy outdoor work. A nervous, impatient, or high-strung individual is apt to take his temperament out on his car. Thus a sense of responsibility is an important requisite, and so most experienced employers give preference to married men.

The more desirable characteristics are

caution, dependability and judgment, the qualities which come with age or a more settled position in life. For work of this kind it is generally considered that the dash and vigor of youth are not only unnecessary, but quite often are undesirable. It is well to inquire as to the applicant's personal habits and always to look up references and investigate previous employments. If the applicant has had a part in any accidents, these should be investigated as well as the conditions surrounding them.

One traffic superintendent who has been more than ordinarily successful in choosing the right kind of drivers says that, in addition to the more general qualifications, he looks to the appearance and mannerisms of the applicants.

"We are more apt to pick the medium sized man," he says, "—not a big man nor a small man; preferably one weighing between 140 and 160 pounds. He must be courteous, but sure of his purpose in conversation. He must be clear-eyed, and quick to smile pleasantly when appropriate occasion offers. He must be clean, but not addicted to fancy clothes.

"We invariably turn down the man who is overweight or too small or who is slow or awkward appearing. In the interview, we study him carefully and we are prejudiced against the man who does not smile naturally and easily or whose smile is not pleasing, as well as the man who shows in his eyes that he is quick to harbor suspicion."

It is also well to consider the following advice from another authority on the subject of driver selection:

"Better results come from training sober, cool-headed, reliable men—possibly teamsters—than from employing mechanical experts of proved ability to take taxicabs around corners on two wheels and to weave through crowded traffic at a breakneck speed. The taste for speed is easier to acquire than to relinquish—and in a motor truck it is not only dangerous but is an agent of destruction.

"Lack of interest and loyalty is the commonest complaint against truck operators. They fail to keep the truck in good condition, because it makes no difference to them whether it runs or stands in the garage. And a truck unduly expensive to operate takes no more from their pockets than one which costs almost nothing in repairs or supplies.

"This is a problem which must be faced and solved by each individual truck owner. Some have done it by a system of merits and demerits; reward and punishment for things done or left undone. Others have done it by offering prizes and bonuses to drivers whose cost records reflect intelligent care and attention to the truck itself. Still others have solved it by putting the driver on half-pay when the truck has to be sent to the shop because he failed to report symptoms that foretold accident, breakage or interrupted service. At the same time they make a provision that pay is not decreased if the truck goes to the shop on the recommendation of the driver, providing the trouble to be

corrected is still in its initial stages.

"But whatever plan of remuneration you adopt, and whatever steps you take to insure the driver's interest in the firm, the first essential will be the selection of the driver himself. Don't make the mistake of thinking that any man who can handle a steering wheel is fit to be trusted with your truck investment. Not only may he ruin the truck, but you will be held accountable for any damage to another machine or to persons."

Unfortunately, of course, it is true that the warehouseman will often find difficulty in obtaining the type of drivers who measure up within any reasonable extent of perfection in line with these qualifications. The labor situation has

YOUR BUSINESS — AND THE MOTOR TRUCK

THIS is the fourth of a series of articles by Mr. Sniffin and deals with selection of motor truck drivers.

Fundamentals to be considered in future articles are cost systems, long distance moving, etc.

Formerly with the International Motor Co., Mr. Sniffin is a recognized authority on motor truck topics. He has been making a special study of truck operation in relation to the public storage industry in order to write these articles for *Distribution & Warehousing*.

frequently had a serious effect upon the driver problem. Yet in spite of that it has been found that this matter of driver employment is so important to successful motor truck maintenance, and it has been so recognized by successful experienced fleet owners, that the problem has been met even though it has required painstaking care and perhaps considerable extra cost.

The way in which it has been most successfully met has been by establishing a policy of driver employment and cooperation which will give the concern a reputation of being "a good company to work for."

Higher-than-average salaries, where better types of men can be obtained, are ordinarily justified. Proper compensation for overtime, and frequently a worth-while incentive in the form of a bonus or "profit-sharing" plan for good work, have been found to help in creating such an impression.

Furthermore it will be found difficult to obtain good drivers for trucks that are ready to fall to pieces. A good driver likes to work with a good vehicle. The operator whose fleet is modern and made up of high-grade vehicles will always have a larger waiting list of applicants for driving positions.

In any set of conditions it cannot be emphasized too strongly that it is extremely important to employ capable

drivers and that, where justified by better service and less turnover, it is the better policy to avoid setting a wage figure that is unreasonably low.

Cheap wages will always bring cheap men, and cheap men are expensive at any price.

Mechanical Knowledge Required

VERY often a man hired as a driver does not make a success of himself because he is lacking in an understanding of the fundamental principles of the motor truck mechanism. Very often he knows the traffic rules, the speed regulations, and how to steer the truck moderately well and how to shift gears; yet he is unable to explain to anyone just why the wheels go round. In a general way he knows the truck has an engine, clutch, gear-set, rear axle, steering wheel and a body to carry goods. But just what happens in the engine on the four strokes of the cycle he cannot comprehend because no attempt was made to school him in the fundamentals when he first became a truck driver.

Some of the truck makers publish books of instruction for the drivers, but these are generally put under the seat cushion in the cab and not referred to from one month to the next. Other makers try to overcome the difficulty of getting truck drivers to read books of instructions by printing the instructions on placards tacked up somewhere in front of the driver's eyes in the truck cab. This method is occasionally effective, and in many cases, where the truck manufacturer has not supplied such a placard, the owner of the trucks has found it profitable to have certain rules of operation printed either as placards to be posted in the truck or as garage bulletins.

Truck drivers' schools are increasing in popularity and the fleet owner would do well to consider the advantages offered in this connection. It is significant that many large companies are either providing their own schools of instruction or are making arrangements for the instruction of their drivers in established schools in their vicinities. There is particular value, for instance, in reviewing the questions, given herewith, which must be answered correctly by drivers attending the Packard School in New York.

The questions, although simple in form and comparatively easy to answer when once explained, are of great value in training the driver's mind to think of the various parts of the truck's mechanism and how his neglect to give these parts the proper care to which they are entitled will result in a high operating cost. Incidentally, the motor truck superintendent might well use these questions as a test to his drivers to determine how well they know the principles of truck operation. The questions follow:

1. What is the purpose of a radiator and water? How does the water do its work? Why is it necessary to keep the radiator full?

2. What different kinds of oil are necessary to good lubrication of a truck?

Why does the cylinder require a different kind than the differential?

3. What change takes place in the cylinder when you advance the spark lever? Should you advance or retard the spark when the engine is working up to its limits, and why?

4. How many times does the piston go up and down in the cylinder every time an explosion takes place? What is the action of the gasoline gas in the cylinder from the time one explosion takes place until the next one occurs? Why are the carburetor and intake manifold water-jacketed and what advantage is gained by such construction?

5. What happens to the cylinder when the motor is run without oil? Water?

6. What happens when you are coasting down hill and suddenly let in the clutch?

7. Why is it not good to put on the brakes suddenly? If you do, what happens to the brake shoes?

8. What does running in car tracks do to the tires?

These questions are, of course, very elementary, but when answered satisfactorily they indicate that the driver understands the fundamental principles of the internal combustion engine and the why and wherefore of engine lubrication and cooling.

In other words they enable him to picture to himself the reason why the truck wheels go round. The answers to these questions indicate that the driver can make a mental picture of just what happens in the mechanism of the truck as he goes through the various routine motions of an average day's work. While sitting on his seat driving the truck his mind can look through the walls of the engine and imagine the pistons moving up and down and just what occurs during each of the four strokes of the engine. He can see the pistons reciprocating and the connecting rods moving up and down and see the crankshaft with the flywheel at the rear end revolving. When he understands these simple motions he knows how the reciprocating motions of the pistons are transformed into the revolving motion of the crankshaft through the medium of the crank arm and the connecting rod. Tracing the power of the engine farther aft through the clutch, then the gearset, and finally to the rear axle, he has a very good mental picture of just what makes the truck go.

They bring home to the driver also the necessity of proper lubrication and proper engine cooling. Without sufficient water the engine overheats, thereby tending to neutralize the effect of the lubricating oil and results in bearing-wear and high gasoline and oil consumption per mile run. The proper answers to the questions regarding the advancement or retarding of the spark lever when the engine is working up to its limit insure that the driver will get the most out of his engine and probably reduce the gasoline consumption considerably.

Bonus Plans for Drivers

INSURING the proper cooperation is a case of establishing an *esprit de corps* among the drivers. It is obviously advisable to have them take pride in their vehicles and this can be done best by offering an incentive to carefulness in the form of an award system—a fair wage plus a cash bonus or other incentive for careful operation and a minimum of repairs.

Such a plan, when based on careful operation, comprises two elements—first, a basis of figuring the bonus; second, a regular system of inspections.

Hundreds of truck owners use as many different methods of applying bonus systems and it may be said that a satisfactory basis can be determined upon only after a careful study of the subject as related to the individual operator's business.

A great many fleet owners have found through bitter experience that it is unwise to offer a bonus to their drivers unless it is properly based, as frequently systems are inaugurated which tend to decrease rather than increase efficiency.

The value of a bonus plan lies in its ability to make the driver interested and keep him interested, but must be a sound principle of treatment aside from the pay envelope. It must provide a real reward for real efficiency. Almost any bonus or premium plan can be applied to the operation of the motor trucks, after having found a satisfactory unit for gauging standard performance.

Perhaps the most satisfactory unit for a bonus system in the warehouse business is the "per unit-mile" coupled with the costs over which the operator has control. This means simply that any savings that accrue to the owner through above-the-average performances of the driver, are divided with him. The unit is the cost per ton-mile, or per load-mile, or whatever basis is used, and if the driver obtains a cost lower than the standard he secures a portion of the saving. He can do this in two ways—by accomplishing more work per day, or by being careful in the manipulation of the truck and saving gasoline, tire repair, and other expenses.

A bonus system by holding over the payment for a period of months will decrease the turnover of drivers, as they will have some inducement to keep them in the company's employ.

Bonus plans may be arranged to include also running cost, tire mileage, spring breakage, good behavior, regular attendance, not getting stuck on the road, and keeping the car out of the repair shop. Various combinations are possible once a standard average has been determined, based on a budget of past experience.

Driver Education

ANY attempt to inform the truck drivers regarding truck operation or maintenance care should be done by the "reasons why" method. A mere series of warning such as "Don't Overload," "Don't Overspeed," etc., are usually without effect. It is best to tell the

driver *why*. Make him understand and he will more readily obey. The owner or traffic manager should first master the subject, possibly through the help of the truck maker's instruction book, so that he will be equipped not only to oversee what is going on in the garage but also to give the driver pointed suggestions intelligently applied to the truck's operation.

One popular method of educating drivers is that of issuing typewritten bulletins at intervals, giving concise suggestions or briefly discussing the more important points of operation. Experience has shown that this plan can be carried out very effectively, provided the right attitude is assumed in introducing or presenting the idea to the drivers.

Among the points most necessary for discussion in this way, that of "courtesy" is to be strongly emphasized, both with regard to the courtesies of the road in driving and in courteous treatment shown to customers in making deliveries.

"Telling the Public"

The subject, "Warehouses in Relation to Transportation," is given fifteen pages in the first edition of a pamphlet, "Special Freight Services," written by Asa Colton, lecturer on Trade and Transportation, New York University, and published by the International Correspondence Schools, Scranton, Pa. Topics covered in relation to warehousing include:

Conditions Influencing Use of Warehouses; Relative Advantages of Public and Private Warehouses; Distribution Through Central Warehouses; Warehouse Charges; Time Required for Effecting Delivery; How to Consign Cars to a Warehouse; Variety of Services Furnished by Warehouses; Co-operation of Shippers and Warehousemen.

Mention is made of the warehousing activities of the Domestic Distribution Department of the Chamber of Commerce of the United States and the National Distributors' Association (formerly Shippers' Warehousing and Distributing Association).

One Source of Material

Illustrations include tables which have been published in *Distribution & Warehousing*, and much of the text is based on articles which have appeared in *Distribution & Warehousing*. References are made to the Central Warehousemen's Club, Minneapolis Terminal Warehouse Co., Union Terminal Warehouse Co. of Los Angeles and the Central Storage Co. of Kansas City.

For the student who is taking the course there are ten examination questions. Three of these are: Describe the method by which a public warehouse may be used to reduce the cost of distributing products. Give an example of the preferred method of consigning a car to a public warehouse. How can a shipper obtain information regarding public warehouses at distant points?

How Hoover Is Helping the Shippers*

Here Is Outlined What the Secretary of Commerce Is Doing to Promote Standardization

By WILLIAM A. DURGIN,
Chief, Division of Simplified Practice, Department of Commerce

I SUPPOSE you are more or less wondering what all this standardization matter is all about, and particularly why a Government man has to come in to your meetings. We have had so much of Government speakers, tax collectors and investigators that anyone from Washington is more or less liable to suspicion. There is a very distinct group of fellows who think the less you have to do with Washington the better off you are, and there is some basis for that, but in so far as the matter I have to bring before you goes, that certainly does not apply; in so

far as the men in the Department of Commerce are concerned, this attitude has no bearing whatever.

Some of you may remember Hoover's first approach to his new work. He addressed industry and business—"What can the Department of Commerce do to help you?" He said, "Come down to Washington and tell us of your problems." It is on that basis that we are here, because certainly the men in your group, and in the allied groups, have come to Washington, told us of one problem where they think we can be of some help.

TO give you a little background on the standardization movement, I want to tell you how Hoover first became interested in the problem. I think he saw it as a national problem three years ago, when he was president of the Federated Engineers Society. Under his inspiration that body of technical men started out to investigate waste in our leading industries.

They appointed a committee of eighteen outstanding engineers to survey some of our leading industries. These were, if I recall them rightly, clothing, boots and shoes, printing paper, textile and building construction. As a result of these various investigations, which took about six months, the engineers reported that in these businesses there was a waste of from 28 to 64 per cent upon the average 100 per cent of all the capital and labor and thought and effort in those businesses—utterly thrown

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HOOVER'S BASIC THEORY

"HOOVER'S basic theory," Mr. Durgin told members of the National Distributors' Association at Cleveland, "is to find the best thought in any industry and then support and make it effective. If you work out simplified forms which can be universally used, we think you will find that it will very much simplify the routine of your business."

How the Department of Commerce is prepared to lend its aid toward simplification of forms used by shippers and warehousemen is here told by Mr. Hoover's Chief of Division of Simplified Practice.

have no idea to what extent diversification has gone. Take such a simple article as the American flag. Back in the administration of Mr. Taft, by executive order, the Army and Navy promulgated 12 sizes of American flags. You take any flag manufacturer's catalog and you will find that there is not much difference between any of the manufacturers, but you will find 289 varieties of American flag, not agreeing with any of the 12

standards. That is merely one standard article.

Take an axe, for instance—an ordinary, single-bitted axe—which is the simplest sort of a tool, associated in your minds with Abraham Lincoln, and your conception of labor—there is nothing simpler. The survey showed they were being offered in the variety of 6082 at the present.

Catalogs of three manufacturers show hatchets made in 14 types or kinds, ranging from 1 to 7 sizes, 9 patterns, 11 brands and 12 finishes. Under the common sales philosophy of "give the buyer anything he wants"—many manufacturers think this breeding of variety is good business.

Method of Procedure

These conditions are spread all through our industry at the present time. In the lumber industry you can get an inch board in 7 thicknesses; you can get two-by-fours in 16 dimensions; lumber is graded under 12 different sets of rules, and the same old pine is sold under 28 names. It is from some such general picture that we feel that industry deserves the service. I suppose that I will have to convince you that the Department of Commerce can add something to the effort of industry itself.

Many of these standardizations can be carried forward by a strong independent concern. The American Writing Paper Co., acting on its own, has reduced from 360 sizes to 56, and they can give you a much better story than I can, because they have made money out of it.

A strong association can carry it through. The Associated Tile Manufacturers have reduced from 780 shapes of finishing tile to 60.

Over-Diversification

That interested Hoover tremendously. Among the business men who came to him to see what the Department could do to help them a number said, "Help us standardize our lines." These great economies of standardization were attained during the war. You may remember at the conclusion of the war some of the people said, "Let's keep the Conservation Board going. It is saving us a lot of money, and we would like to keep it up."

It was those men that said that the Department could do something along their line, so, after the request had been repeated several times, the Secretary or-

*Address at Cleveland convention of National Distributors' Association.

Our function down there is to get together a representative group of interests—that is our first service. We can bring together the manufacturer, the distributor, the retailer, the warehouseman and the technical man and assemble a conference which represents every interest in the nation which has any bearing on the question at issue.

When Secretary Hoover opens that conference and places the questions on the plan of national interest to the betterment of our national life, you get a start on the consideration which is quite superior to any purely isolated group discussion.

Then, from another point of view, when a trade association of manufacturers decides to standardize, it is well known that certain groups at Washington see in such standardization action in control of price, restraint of trade, unfair competition or some of those other relaxations that are supposed to occupy the poor business man's spare hours.

If these groups get together and think the thing through on a national plane and co-operate with the Department, those suspicions are at once eliminated, and the thing is broadcast to the country as a basic measure for the national good.

Take a specific case—it may seem far removed from your particular problem, but it is a simple one, and I can show its analogy. This is a simplified practice recommendation in our service in the elimination of waste, covering the manufacture of paving bricks. The manufacturers of paving bricks said they were making too many sizes and varieties, but every young graduate engineer who got a position as a municipal engineer thought he had to specify something different in order to convince them that he was filling his job, just as every shipper thinks he has to have a different form in his warehouse business or else he is losing his individuality.

Couldn't—But Did!

The manufacturers said the engineers were spread all over and they couldn't do a thing. There is where our service came in. We were able to get all the engineers together with the manufacturers. They authorized the Secretary of the Manufacturers' Association to make a survey of present conditions. He did that, acting as Hoover's representative, and prepared a report which he transmitted to us. In that report all individual figures were eliminated—no production data on any concern, but simply percentages.

He called a general conference which showed that the manufacturers had been making 66 sizes and varieties of paving bricks, but that 90 per cent had been on 11 sizes and the other 10 per cent had been on the other 55 sizes. It didn't take that conference very long to agree that the 11 sizes should be the recognized standard, and they like it so well, after they had tried it out for three months, that they eliminated 4 more sizes, so that to-day we have 7 sizes of paving brick as against 66.

We didn't initiate or suggest. We

know nothing whatever about paving bricks. All we do is put out this recommendation in these words, and please pay particular attention to the wording:

"In accordance with the unanimous action of the joint conference of manufacturers and users (named on the preceding page, where we hope some of your names will appear on recommendations covering warehouse forms), the United States Department of Commerce recommends that the recognized sizes and varieties be reduced to the following list," and then Hoover's approval is affixed—provisionally approved, subject to regulation by annual revision by similar conferences.

By calling a new conference every year, the industry is able to modify its recommendations to keep abreast of ad-

TO STANDARDIZE CONTAINERS

THE problem of getting some uniformity in sizes of cans, containers, packages and crates used for foodstuffs and other products will be tackled by the Department of Commerce at a Washington conference in January, to be attended by representatives of various trade groups interested.

At the Cleveland convention Mr. Durgin extended an invitation to the National Distributors' Association to send a representative to the conference. John Simon, president of the N. D. A., subsequently designated D. M. Pomfret, traffic manager of Colgate & Co., New York.

vance in the art, and so we meet the accusation that standardization stops progress.

Now, what is there in there for you? There are two problems that we think would interest you. When Mr. Greeley (see page 14) tells his story and refers to our support, please remember that it is merely support. We are not trying to lay down forms for the warehousemen. We know nothing whatever about that business. We have taken very much to heart the story of the member of the New York bar who was touring to the Pacific Coast.

He was a very important gentleman. He got down in a little town in Arkansas one Sunday spring morning and found most of the townspeople out in the center of the street, surrounding a native son, who was putting his dog through some tricks. They were right good tricks and the dog seemed to do them very well. The lawyer went over to the fellow and said:

"How do you teach your dog those tricks? I have a dog very much like that one and I can't teach him anything."

The Westerner said, "Well, you know you can't teach a dog nothing unless you know more than the dog."

We do not assume that we know more about your business than you do.

Hoover's basic theory is that the function of the Government is to find the best thought in any industry and then support and make it effective. If you work out simplified forms which can be universally used, we believe you will find they have something of the interchangeability of a dollar bill. We think you will find it will very much simplify the routine of your business.

We believe it will be constructive, but the decision is yours and not ours, and we can only function when you have agreed to recommend those forms to us for our support. If you will come to that point, and we publish them, you will all have this form to use as your guide, and the warehousemen will have it to give to any recalcitrant shipper who doesn't want to play, and we will solidify the field.

Another thing of great interest is the question of standardized containers. That was brought to us by the American Wholesale Grocers' Association—the question of getting some uniformity in the sizes of cans and containers, and some uniformity in packages and some uniformity in the larger crates.

In giving this talk, in general, I have some lantern slides of crates and other containers used in shipping food at the present time. I think there are about 400 of them. I should assume that a fair simplification of containers would be very much to your interest. The railroads are tremendously interested in it.

Town Meeting Planned!

During our tie-up last Fall they told us that one of the things that was impeding distribution was the heterogeneous mass of packages which took so long to put in the freight cars. Many of you know of the practice on the New York Central, where they are taking a portion of a steel car and lifting it off and loading it at the factory and then putting it on a truck and then lifting it off at the car.

About the middle of January we are going to have a great town meeting on the subject of "containers." We want representatives of every group interested. We hope your group will be interested. This purely preliminary talk is to get the picture before you, and so that you can decide whether it is worth undertaking. If they do decide they will appoint certain surveyors to get the data on present diversities and we will bring that report back to the second conference, which will make its recommendations.

We know nothing about it—it is simply the men in the field who will be the experts. If they can work out some agreement, we will back them.

This thing is important, we believe, from two points of view: First, in the specific interest to the people interested; and, in the second place, and to have something more impressive, it is important as a true development of democratic government.

In the early days of our country, back in the first years of the eighteenth century, the men who were sent to Washington to represent our forbears could

easily comprehend in their own knowledge all the details of our simple social and industrial life, and in many cases originated the thought which was to govern. At last we seem to have given up that practice of sending such men to Washington, possibly because our nation is so complex that no representative could possibly understand the diverse lines in which we work, but the men down there still assume they are just

the same type as in the early days. They think their function is to originate, enforce and restrict and lay out the lines on which we should walk.

This new aspect which Hoover is trying to introduce is to get back to the fundamentals, and he believes that the men who originate should be the men who know.

For once you have a Government Department asking what it can do to serve.

Through committees you can form connections and precedents which will make it certain that the Department of Commerce shall always be the great servant of business.

Hoover says, "The purpose of our Department is the purpose of all true government, and that is to improve the daily living of our citizens."

We want to co-operate with you in your attempts to solve your problems.

What the Division of Simplified Practice Has Accomplished in One Year

IN January, 1923, the Division of Simplified Practice of the Department of Commerce of the United States is just one year old. This is the Federal branch with which the American Warehousemen's Association is working in the simplifying and standardizing of forms and practices.

What the Division of Simplified Practice is, what its scope and purposes are, and what it has accomplished during its first twelve months of activity, are told by Herbert Hoover, Secretary of Commerce, in his annual report, covering the year 1922 to the President. The warehousemen, and the shippers who use warehouses for distribution, will be interested in reading what Mr. Hoover has to say about this Division:

"The new Division of Simplified Practice, which was organized in January, 1922, as one of the divisions of the Bureau of Standards, is vigorously engaged, on a basis of cooperation with American business groups, in developing a nation-wide program with a view to lending the hand of the Government to the elimination of collective wastes in commerce and industry. These wastes, it is estimated, imply a loss of 30 per cent of American energies.

Necessity for Standardization

"Our war experience, followed by the report, *Waste in Industry*, prepared by the Federated American Engineering Societies, proved conclusively the urgent necessity of utilizing standardization, the elimination of freak varieties, and the concentration of the processes of manufacturing and distribution upon the articles of greatest interchangeability. Accordingly, the Division of Simplified Practice was established as one of the units in a general program to eliminate industrial and commercial wastes as a fundamental means of stabilizing employment, developing our foreign commerce, increasing the quantity of our products and, in general, securing for every American citizen a higher standard of living.

"The chief function of the Division of Simplified Practice is to supplement the work heretofore conducted by other divisions of the Bureau of Standards by

setting up a centralized agency to bring producers, distributors, and users of specific commodities together and to support the recommendations of those interested when they shall mutually agree upon simplifications of benefit to the industries and the public concerned.

Bricks and Beds

"Excellent illustrations of the opportunity for simplified practice are found in the work already done by several national industries. The National Paving Brick Manufacturers' Association brought to the Division of Simplified Practice the need for simplifying the number of sizes of paving bricks. They estimated that there were about 30 sizes and varieties. After a preliminary conference with the department, they undertook in the name of the department an exact survey of the field, and found that instead of 30 there were 66 sizes and varieties of paving brick actually being manufactured and sold.

"As a result of that survey, a conference was called by the department of the manufacturers, municipal engineers, various associations in the ceramic industry representing engineers, architects and buyers, as well as the manufacturers of bricks. In a one-day meeting 30 representatives of organizations reduced the sizes and styles of paving brick by mutual consent from 66 to 11, and recommended that these sizes be adopted by their various associations and groups as recognized sizes in the paving-brick industry.

"At a later conference of the standing committee appointed by the first conference, a further reduction from 11 to 7 was effected.

"The metal and wood bed industry, together with the spring and mattress groups, realizing the advantage to be gained through simplification, asked the co-operation of the department in aiding their industry, and upon completion of surveys by the several associations, a general conference was called of representative manufacturers, distributors and users, and again in a single day four sizes of beds of one standard length were adopted as recognized sizes in that particular industry. It was also agreed at

the same time that the mattress and spring manufacturers should conform to the sizes agreed upon by the bed industry.

"The results of these conferences are published in the *Simplified Practice Recommendations* of the department.

"Surveys preparatory to calling conferences for the elimination of excess varieties and sizes are now being conducted by the parent associations in the following industrial fields: Warehouse commercial forms; lumber; hardware; paints and varnish; sash, door and millwork; clay products; cigar boxes; metal lath; common brick; storage batteries; spark plugs; automobile tires; ball bearings; milk-bottle openings and caps; and hollow building tile.

"Similar opportunities for simplification in dimensional size and varieties exist in hundreds of lines, and although the division has only been operating for six months, contacts have been made with more than 65 industries, most prominent of which are those manufacturing farming equipment; electrical lighting fixtures; cordage; railway car wheels; stoves; machine tools; boxes and food containers; refrigerators; barrels; pianos and musical instruments; copper and brass products; structural slate; small tools; jute products; safes and vaults; tents and awnings; fabricated structural steel; metal culverts; flags; linoleum and sheet glass.

Initiative Is from Trades

"Initial requests for action come from all branches of the trades. In some cases programs for simplification come from groups of retailers and others are made by the manufacturers. In general, these programs tend to reduce the amount of capital tied up in inventories by both manufacturers and retailers, to reduce the unit cost of manufacture by making it possible to introduce mass production methods, and also make more effective use of materials, equipment and machinery by standardization of the work going through the plant. It intensifies competition on articles of greatest interchangeability and tends to open up new opportunities for small and specialized manufacturers."

President Harding Interested in Warehouse Finance

Exchange of Correspondence Between Chief Executive and W. W. Morse

November 27, 1922.

My dear Mr. Morse:

I am glad to have had my attention called to the fact that the American Warehousemen's Association is to have its annual dinner in the near future. I feel that the gathering of men nationally representative of this very important interest is certainly to be a significant occasion. Without doubt we are on the eve of economic development in the country which will give to this already very important business a new and still more significant relationship to the national interests. The entire question of storage and warehousing, of financing based upon warehouse receipts and the like, is of the most intimate relation to a very broad array of economic concerns. I sincerely hope that your annual gathering may be productive of consideration calculated to illumine this set of problems.

Most sincerely yours,

Mr. W. W. Morse, President,
American Warehousemen's Association.

(Signed) Warren G. Harding.

Hon. Warren G. Harding,
President of the United States,
Washington, D. C.

December 26, 1922.

My dear Mr. Harding:

I trust you will pardon the seeming delay in acknowledging receipt of your very delightful letter of November 27th, which was occasioned by my desire to wait until I could advise you that your message was read at the opening of our 32nd Annual Convention on December 6th, in the City of Cleveland.

The leading topic of discussion during this Convention was the question of uniform Negotiable Warehouse Receipts, consequently the thought expressed by you that "the entire question of storage and warehousing, of financing based upon warehouse receipts and the like, is of the most intimate relation to a very broad array of economic concerns," was very apropos and admirably fitted into our later discussions.

It might interest you to know that the Convention adopted a standard form of Negotiable Warehouse Receipt, which will be presented to the American Bankers' Association for its approval. This is a form our Association has been trying to perfect for the past seven years. The four hundred different types of Receipts now in use have oftentimes led to trouble in using Warehouse Receipts for collateral purposes.

The help of the Department of Commerce under Secretary Hoover has been of marked assistance to our Association in its efforts to perfect simplified forms and methods, and we feel very grateful to your administration for your sympathy with our aims and efforts.

Most sincerely yours,

(Signed) W. W. Morse, President,
American Warehousemen's Association.

December 29, 1922.

My dear Mr. Morse:

Thank you most sincerely for yours of December 26th. I am glad that the Convention was able to accomplish so useful a piece of practical work. It was exactly the sort of thing that I hoped might be forthcoming and I hope that it will prove a useful contribution to the legislative efforts that are now going forward.

Sincerely yours,

(Signed) Warren G. Harding.

American Chain Approves Profit-Sharing Plan

May Capitalize for \$50,000,000 With Backing From Financial Interests of National Standing

PRELIMINARY to expansion which would be financed by some of the leading banking interests of the country, the American Chain of Warehouses, comprising one merchandise storage plant in each of 115 American and Canadian cities, voted at its annual meeting at Cleveland on Dec. 4 to permit its president, Alton H. Greeley, of Cleveland, to incorporate as a stock corporation.

After discussion, and an explanation by Mr. Greeley of the plans, the delegates, without a dissenting vote, adopted the following:

"Consent is hereby granted to the directors of the

American Chain of Warehouses to amend the by-laws in such manner as to provide for the additional office of Chairman of the Board of Directors.

"Permission is granted to A. H. Greeley or his assigns, to incorporate the American Chain of Warehouses or any similar name as a profit-sharing stock corporation, with the understanding that such incorporation shall in no way affect the working of the present association or the service it now renders."

If the plans proposed by Mr. Greeley and his associates are carried out, the developments will be of a magnitude unprecedented in the business history of the public storage industry.

IN due time these plans will be made known in detail. It may be stated here that months prior to the Cleveland convention Mr. Greeley and his associates conferred with banking and financial interests of national standing in New York and Chicago and obtained their assurance that sufficient capital would be forthcoming under conditions having their approval. The step taken to incorporate the American Chain of Warehouses, at present a non-stock co-operative body, is one feature of the prospectus which was placed before the banking interests for their consideration. This prospectus sets forth in part:

Outline of Plans

"It is proposed to incorporate the American Chain of Warehouses on a profit-sharing basis, bringing under one ownership or control the most desirable warehouse operators in approximately thirty cities located in the larger distributing centers and provide for the improvement, betterment and extension of these facilities; to extend the scope of soliciting or sales activities to cover the field not only by personal calls from representatives of the new organization, but by advertising and direct mail communication; and to represent the present Chain members who are not taken into the new organization on the same soliciting and co-operating method of obtaining business as has formerly been conducted in the activities of the American Chain of Warehouses.

"This will insure to those members, who might be called 'associates' of the new organization, a more unified and broadened service than has been con-

WHAT DODD SAYS OF THE CHAIN IDEA

ALVIN E. DODD, manager of the Domestic Distribution Department of the Chamber of Commerce of the United States, in his talk on distribution at the Cleveland convention of the American Warehousemen's Association, interpolated the following paragraph:

"I understand that there is a scheme on hand for developing an enormous chain of warehouses that has drawn a great deal of interest in this group. I do not believe that even the men planning that, with their great vision, really see that thing in its bigness or what the demand actually is for warehousing facilities all over this country. Personally, I feel the surface has not been scratched even if we could put into operation over night plans for the larger developments now in the minds of some."

ducted heretofore and thus increase the value of their affiliation with the new organization."

What the Chain purposes to do when proposed plans mature is further outlined in the prospectus presented to the interested bankers, as follows:

"The American Chain of Warehouses, Inc., being a combination of plants already in operation, will be able to at

once furnish merchants, manufacturers and shippers a unified system of warehousing and distribution capable of meeting the demands of all lines of business.

"It will furnish expert and dependable service at uniform rates. It will store and distribute all classes of merchandise and household goods. It will fill orders efficiently, promptly and as directed. It will remark, rebill, relabel, reweigh and invoice goods when requested. It will negotiate loans. It will place insurance. It will furnish appraisals. It will make collections. It will issue negotiable receipts when requested. It will assort and distribute pool cars. It will advance and pro-rate charges. It will put shippers in touch with reliable brokers everywhere. It will assemble freight for local distribution and export. It will act as agents.

Capitalization

"Lots will be broken when necessary, graded, assembled and shipped at appointed times. The volume of business handled will insure a service from transportation companies, all reflecting to the benefit of its clients. It will be assured of a steady flow of traffic emanating from its various branches. It will in many instances handle consignments from a producer in one city to a consumer in another through its own organization. It will economize the time of the shipper and his traffic department and thus save the shipper money and make a demand for its services."

While no definite figure has been announced as to the ultimate amount of capitalization, it is expected to be at last \$50,000,000.

Election of Officers

Linked with the plans is the offer which Mr. Greeley has for some months had before the City of New York, involving the erection of a modern ocean terminal at Jamaica Bay. Under the proposed development, Jamaica Bay, a body of water within the limits of the metropolitan district, would be transformed into a first class harbor for ocean-going freighters and passenger vessels, with an industrial tract and warehouses which would be identified with the Chain activities.

At the Cleveland convention of the Chain, Mr. Greeley was re-elected president. He had previously expressed a desire to withdraw from the presidency and become chairman of the directing

board, a new position which, under the resolution adopted, the directors are authorized to create. For the present, however, the chairmanship of the board of directors is being held open, by action of the directors at their meeting subsequent to adjournment of the convention.

Edward Wuichet, president of the Union Storage Co., Dayton, Ohio, was elected vice-president of the Chain. E. F. Pelton, vice-president of the F. C. Linde Co., New York, was elected treasurer. L. T. Crutcher, Kansas City, vice-president of the General Storage Co., Cleveland, of which Mr. Greeley is president, was elected assistant to Mr. Greeley. Frank Rochambeau, New York, continues as executive secretary and P. F. Cassidy, Chicago, continues as western superintendent.

Will Increase Dues

The following were elected directors:

Mr. Greeley, Mr. Wuichet and Mr. Pelton; W. W. Morse, president of the Security Storage Co., Minneapolis; W. Lee Cotter, Mansfield, Ohio, head of the Cotter warehouses of Ohio; A. C. Balcom, president of the Dallas Transfer Co., Dallas, Tex., and William L. Hinds, president of the Merchants Transfer & Storage Co., Des Moines, Iowa.

By unanimous vote the members adopted a motion instructing the directors to increase the dues with a view to extending the Chain's business-soliciting activities. It was suggested on the floor that the dues be doubled. The directors will decide to what extent they are to be advanced.

Shipping in Small Lots Adds 300 Per Cent to Costs*

*How Traffic Managers Can Save Money by Putting Not More
Than Two Varieties In a Car*

By S. G. SPEAR,

Treasurer, Terminal Wharf & Railroad Warehouse Co., Boston

IN the digest of your program I find that perhaps I made an error in statement or was incorrectly quoted when speaking at the standardization conference recently held in Washington. What I intended to say was that it often costs 200 per cent as much to handle small lots as it does carloads.

Since looking a little more deeply into the subject I find that I considerably understated the proposition. I could have said 400 per cent as much or 300 per cent more correctly for small lot business as these figures are backed up by actual studies.

The lowest cost storage operation was found in the seaports originally, where cargoes of sugar, hemp, molasses in barrels, jute and other raw materials were received in cargo lots of 500 to 1000 tons and stored as a single lot. This was discharged from a ship by a stevedore either right into a wharf shed or alongside a 4- to 6-story warehouse, with a donkey engine hoisting the goods to the various floors.

Later the manufacturer began to use warehouses at various points for distribution centers to get the benefit

of carload rates for the commodities they produce.

At first only a few large manufacturers operated in this way, and their output usually consisted of one product or perhaps two at the outside. Here the warehouseman encountered an operation of handling materials in carload or one-half carload lots which, although more expensive than the cargo operation, are still handled at reasonably low cost.

A later development has been the tendency of manufacturers to put out a multiplicity of brands and sizes and varieties of products—making up a warehouse car with its perhaps 79 varieties. These latter have proved disastrous to warehousemen both as a storage and handling proposition. Very frequently the wise warehouseman has persuaded the manufacturer to rent space for his stock, thus securing storage revenue that the manufacturer never would have considered if charged by the package.

Even intelligent warehousemen do not realize to what extent these costs run up and I wish to bring you a few results of research on this subject.

IN the American Warehousemen's Association, a paper will be presented by S. C. Titus, cost accountant for the Quincy Market Cold Storage and Warehouse Company, Boston, with graphic charts, which will be very interesting to

shippers and warehousemen alike. He makes a few observations which I am permitted to use. He brings out the point that a few small lots are not much more trouble to a warehouseman than a single flea to a dog, but when whole

floors are given up to said small lots in order to make an earning, he may have to scratch as hard as the dog infested with the whole flea family. One of the Quincy Market warehouses is so situated that it caters to a class of trade requir-

*Address at Cleveland convention of National Distributors' Association.

ing small size lots. A picture of its business may be of interest.

During one year 3882 lots went into this warehouse. Of these, 548 were entitled to the lot unit (one-half carload or more) rate and 2417 lots had 10 packages or less in them. As you can see, there were not enough odd corners to take care of these and large sections of regular floor space had to be used.

In handling this business the floor load secured was as low as 50 pounds, and never went over 60 pounds per square foot. Most of these packages were high density commodities which, if piled in lot unit quantities, would have given a floor load of 250 pounds. Thus we have a storage rate value of 4 to 1, roughly, for these small lots. Leaving storage he shows what happens in handling several hundred lots ranging from 1 to 10 packages. A study was made of this and the man-hour cost was approximately 4 times the cost of the lot unit quantities.

You will wish to know what happens in the case of lots coming between the lot unit and the very small lots we have been talking about. The cost line gradually rises from, say, 30,000 pounds to 3000 pounds, averaging approximately 50 per cent increase in labor cost.

The Merchants Cold Storage Co. of Providence, R. I., presents some very interesting and confirmatory figures, as follows:

POINTING TOWARD ECONOMY

HOW traffic managers can save money by shipping in not more than two varieties to a car is pointed out in this talk by Mr. Spear.

Some manufacturers put scores of brands and sizes and varieties in a single car consigned to the warehouseman. When the shipper does that, the shipper pays. It costs the warehouseman more to handle such a car.

		Lots under 250 lbs.	Lots over 250 lbs.	Greater cost for small lots
Butter	Per 100 lbs.	.304 M. H.	.0529	6 times
Meat	Per 100 lbs.	.27	.102	2½ times
Poultry	Per 100 lbs.	.316	.121	2½ times

Our figures on cotton show very similar results.

More figures would only be piling up the same sort of evidence and I will not burden you with them.

Now I suppose you want to know what I am driving at anyhow.

I have proved to my own satisfaction that the most economical storage unit is one-half car lot or more, taking up 120 square feet upwards and weighing 30,000 pounds or more. If warehouses are cluttered

up with small lots and extreme assortments, waste results, waste of space which goes into storage charge and waste of labor which goes into handling charges.

Mr. Hoover and his Department of Commerce are trying to cut down waste. Now I cannot put myself in your shoes and tell what can be done, but to an outsider like myself it would seem evident that a simplification of lines and containers might cut production costs as well as warehousing expenses and that instead of shipping a car Monday with 10 varieties, another Tuesday with the same 10 varieties and so on, that much more economical results might be obtained by shipping the Monday car with 2 varieties, the Tuesday car with 2 other varieties, and so on.

Warehousemen have to be content with very small profits, but they must have profits to continue in business and give the service you boys expect of them.

Now perhaps by giving a little thought to this subject you can accomplish several worth while things.

1. Cut out waste by economical use of warehouse space.
2. Reduce storage costs.
3. Secure economics in factory production.
4. Help the warehouseman to make a honest living.

And I would say that the greatest of these is the last.

Discussion Following Mr. Spear's Talk

H. W. TILDEN, traffic manager of the Aunt Jemima Mills Co., St. Joseph, Mo., asked Mr. Spear about the increased cost of handling small packages. "Our company," he said, "stores some rather heavy packages and some rather light packages. What is the cheapest package to handle? What is the cause of the cost running up? Is it heavy weight or low weight?"

"The point on the heavy weight is higher than most of you would run across," Mr. Spear replied. "The amount is around 400 or 500 pounds before the line on the heavy weight package begins to go up again. At the point where the package is not easily dumped onto a truck, that is a factor, and on the down point it would be around 100 or 120 pounds, that being the economical package to handle the one which presents the very lowest cost."

"It is of real vital interest to have these facts and these figures brought before us," John Simon, president of the association, remarked. "I don't think any of us have stopped to realize the advantage of shipping in as near straight car lots as possible of one commodity. Take our line, for instance, on fence. I can recommend now, as I have never before, the advantage of shipping a car containing two kinds of fence."

George S. Lovejoy of the Quincy Market Company in Boston, here gave the following illustration:

"A man was storing a stock of dress goods. He bought the cases second-hand wherever he could get them. They were all sizes and styles. They used to ship it right along as they received it. He would sometimes get three boxes in a car and sometimes five. We charged him an individual delivery service. That was before the war. During the war, of course, as you know, we had to go up in our prices, so we found out what it was costing us on this particular case. I had to put the price up 150 per cent. You can imagine what he said to me. He came to me and I told him the trouble and also showed him the cost of handling those goods:

"In the first place, the packages are irregular and that makes a lot of waste room. In the next place, you have only five markers. Why can't you put one or two at a time in the car?"

"He said, 'I can.'"

"I told him also that because of the irregularity in the size of his cases it was using up a lot of room.

"He said, 'My teamster just marked me up twenty-five per cent for just that reason.'"

"I said, 'You look at your costs and I

think you will find that you can save money.'"

"He said, 'What will you do if I get them in regular cases and have not over two markers in a car?'"

"I said, 'I'll give you your old rate.'"

"He got regular cases and the teamster kept his price down to where it was before and this man was saving money and putting out a better package.

"I want to at this time extend an invitation for you to attend the session of the Merchandise Division which will be held day after to-morrow—Thursday—when this will be illustrated to you from the actual experience of three years' study of handling small lots. It has surprised ourselves and I think it will surprise everybody else.

"It will run up to an average of nearly 400 per cent between the difference of a lot unit and the L. C. L. I think they are studies that you gentlemen can take up. If you take that up in connection with your economies you will be surprised at what you can save by carrying them right along in the warehouse. Nobody needs any more help than the warehouse, because our stock in trade is room. We have only two things—room and labor—and we have to study them."

C. G. Yates, traffic manager of the Vick Chemical Co., Greensboro, N. C.,

asked Mr. Spear these questions:

"We often stock warehouses with several sizes—be it three, five or more. What effect will it have on the cost and convenience of conserving space if, in your case, for instance, you ship two sizes or two varieties in a car to-day and two more the day after to-morrow? You are building up your surplus for future delivery. When I get a customer ten days from now, you will possibly ship him some of the sizes you put in those two cars. The cars arriving at different times are possibly stored at different places. Would the disadvantage of going to different parts of the warehouse and getting out the different stock overcome the advantage in the first place?—can you as conveniently pick out your orders?

"I think that would be a matter of the warehousemen's end of it," Mr. Spear replied. "I think he would be much more benefited by getting that shipped straight and then doing his own housekeeping—keeping your stock in such shape and in such places as he can, to make those economical deliveries. Unless he is absolutely obliged to, the warehouseman is not going to scatter your stock all over his place. If he is jammed to the door he has to find a little hole here and a little hole there. Normally, he has to operate with some room and he will try to keep each manufacturer's stock as closely together as he possibly can. I think that is economy and I think it will work out far more in such cases

where the stuff is shipped in properly in the first place.

"Every bit of information and help that you can give the warehouseman will help on the distribution of your stock. The warehouseman suffers and always has, from lack of information given to him by the storer. It has been brought out how cars come without bills of lading, without manifests, and some executive has told the shipper to ship a car to so-and-so and then it has dropped right there, and nothing more is thought of it, and we are supposed to be mind readers and everything else.

"The more information you give us and the more you systematize your relations with us the better our service will be. If it does not, we don't deserve to have your trade."

Announcing:

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Receipt and Encyclopedia Are Convention Features

Story of the Cleveland Meeting of American Warehousemen's Association

By KENT B. STILES

TWO outstanding features of the thirty-second annual convention of the American Warehousemen's Association, held at the Statler Hotel, in Cleveland, on Dec. 6, 7, 8 and 9, were the adoption of a uniform warehouse receipt which is expected to have the approval of the American Bankers' Association and the United States Department of Commerce, and the financing of the publication and printing, early in 1923, of the public storage industry's first encyclopedia.

Various resolutions and motions were adopted, touching on the Army Base problem, the spread between carload and less than carload rates, the so-called commission evil, the taxation of shippers' stocks in warehouses, standardization and simplification of forms and methods, and the ship subsidy bill in Congress.

Before the household goods division it was predicted that fire insurance rates on furniture storage plants might be expected to be reduced shortly, and it was indicated that long distance moving by motor truck was on the increase, to the alarm of some of the rail carriers.

Before the cold storage division it was prophesied that the farmer and the farm bloc in Congress were going to have a greater voice than hitherto in the enactment of Federal legislation affecting this branch of the industry.

DETAILS regarding the standardized receipt and the financing of the encyclopedia, and covering some of the other features set forth in the foregoing paragraphs, are to be found elsewhere in this issue of *Distribution & Warehousing*. A few of the subjects discussed will be taken up more comprehensively in the February number.

The Army Base situation was reviewed by George S. Lovejoy, Boston, as chairman of the railroads and steamships committee. That negotiations with the War Department would be continued was indicated in talks by Wil H. Douglas, New Orleans; Philip Godley, Philadelphia, and others.

In his talk regarding Philadelphia conditions Mr. Godley brought out that the Army Base space there is now used by western millers for export flour business without in any way offering competition to the local public warehousemen.

Mr. Godley offered a resolution, which was adopted first by the merchandise division and later by the convention as a whole, to the effect that greater consideration to the interests of public warehousing be given by the War Department

On behalf of the Department of Agriculture, H. S. Yohe, who is in charge of administering the United States Warehouse Act, assured the cold storage delegates that if the administration of Federal cold storage legislation should be placed in the Department of Agriculture's hands the cold storage warehouse industry might expect an attitude of friendliness, cooperation and service.

The convention was notable in that it was thrown open to the members' customers, the traffic managers, many of whom had met, earlier in the week, at the Hotel Hollenden nearby, at the third annual convention of the National Distributors' Association, formerly the Shippers' Warehousing and Distributing Association.

A signal action by the A. W. A. was the election, for the third successive time, of W. W. Morse of Minneapolis as president.

In an address in which warehousing in relation to distribution problems was touched upon, Alvin E. Dodd, manager of the Domestic Distribution Department of the Chamber of Commerce of the United States, predicted that the time would come when the public storage industry would be regarded as "a public service equal in importance to that of transportation."

W. W. Morse



The American Warehousemen's Association has for the third successive time elected Mr. Morse as its president

and by the United States Shipping Board, and that the A. W. A. be consulted before further contracts for leasing Army Base space are entered into. The resolution regretted the "lack of consideration" by the Federal authorities in their method of letting out space at Norfolk, but expressed congratulation regarding the Government's policy in handling the situation at Philadelphia.

The subject of taxation of shippers' stock in warehouses was discussed by George Hamley, Minneapolis, president of the Central Warehousemen's Club, which had met at the Statler a few days previously. Following Mr. Hamley's talk the A. W. A. voted, on his motion, to refer the problem to the executive committee of the merchandise division "with the request that the matter be submitted to the Department of Commerce."

This was in line with action taken a few days before that by the National Distributors' Association, which plans to place the problem before Secretary Hoover through the Division of Simplified Practice. (For further details see story of the N. D. A. convention, beginning on page 48.)

Simplification

THE subject of a standardization of warehouse forms and practices was discussed on the final day of the A. W. A. meeting by Alton H. Greeley, Cleveland, chairman of the simplification committee. Mr. Greeley had earlier in the week explained this situation, from the shippers' viewpoint, at the N. D. A. convention. (See page 14.)

At the A. W. A. meeting Mr. Greeley outlined his committee's activities and asked the delegates to get their minds "in a neutral state" and put the six suggested forms into use after the committee's work had been completed.

After the six forms had been worked out to the committee's satisfaction, he explained, they would be submitted to the Department of Commerce and the Domestic Distribution Department of the national Chamber of Commerce and conferences would then be arranged with representatives of the National Distributors' Association, American Specialty Manufacturers' Association, wholesale grocery organizations and other interested trade bodies, with the Department of Commerce and the national Chamber sponsoring the meetings.

"We are planting a new tree," Mr. Greeley said in conclusion. "It is growing very nicely. If the buds are all right, we are going to give you a new fruit."

The convention went on record approving the report and authorizing the committee to continue its labors.

Ship Subsidy

A CONTROVERSIAL question came up when it was purposed that the association "indorse and plead for" the passage, by Congress, of the shipping bill which, the suggested resolution declared, would "eliminate foreign control of our markets."

A. B. Pouch, New York, held the measure to be to a large extent "class legislation" which, for that reason, he said, the A. W. A. should not support. "It's going to be decided on its political aspects and not on its merits," he declared. "We shouldn't take sides in a political question."

Clarence A. Aspinwall, Washington, D. C., indorsing Mr. Pouch's views, said it was one of the major issues in politics and that the bill should not be approved. W. E. Halm, New York, echoing the same opinions, moved the resolution be laid on the table. John Nichols, Boston, declared discussion of political matters to be "entirely out of place in this convention."

President Morse took the opposite viewpoint, saying: "This is not a political issue. I can see nothing in it but an economic issue."

Mr. Morse's attitude was backed by Wil H. Douglas, New Orleans, who said: "Foreign interests are controlling shipping in New Orleans. This is not a political question. It is a national question, an economic question. The bill may not be perfect, but it is a step in the right direction."

After further opposition, based on the

THE ELECTIONS:

OFFICERS and directors for 1923 were elected by the American Warehousemen's Association as follows:

President (re-elected), W. W. Morse, president Security Storage Co., Minneapolis.

First vice-president, Gardner Poole, president Commonwealth Ice & Cold Storage Co., Boston.

Treasurer (re-elected), Clarence A. Aspinwall, president Security Storage Co., Washington, D. C.

Merchandise Division directors: Chairman and divisional vice-president, Roy C. Griswold, president Griswold & Walker, Inc., Chicago; W. E. Halm, president New York Dock Co., New York; L. T. Crutcher, vice-president General Storage Co., Cleveland.

Household Goods Division directors: Chairman and divisional vice-president (re-elected), J. W. Glenn, O. J. Glenn & Son, Buffalo; John G. Neeser, president Manhattan Storage & Warehouse Co., New York; H. L. Halverson, secretary Boyd Transfer & Storage Co., Minneapolis.

Cold Storage Division directors: Chairman and divisional vice-president, A. V. Mason, Pittsburgh Terminal Warehouse & Transfer Co., Pittsburgh; J. R. Shoemaker, vice-president Hygeia Refrigerating Co., Elmira, N. Y.; W. B. Mason, vice-president Merchants Cold Storage & Warehouse Co., Providence, R. I.

THE foregoing divisional directors comprise also the divisional executive committee members, together with the following:

Merchandise: G. H. Morrow, president Morrow Transfer & Storage Co., Atlanta, Ga.; R. V. Weicker, president Weicker Transfer & Storage Co., Denver; S. G. Spear, treasurer Terminal Wharf & Railroad Warehouse Co., Boston.

Household Goods: T. A. Jackson, president Jackson Express & Van Co., Chicago; Melvin Bekins, manager Bekins Omaha Van & Storage, Omaha; C. J. Neal, treasurer Neal Fireproof Storage Co., Cleveland.

Cold Storage: G. H. Sapper, secretary Galveston Ice & Cold Storage Co., Galveston; Nimmo Old, Anheuser-Busch Ice & Cold Storage, Inc., Norfolk; George M. Weaver, manager Chicago Cold Storage Warehouse Co., Chicago.

Charles L. Criss, Pittsburgh, continues as general secretary.

political considerations and not on any consideration of the bill's merits, the resolution was laid on the table and it was voted to strike the entire discussion from the records.

Reporting on behalf of the trade relations committee, Wil H. Douglas, New Orleans, alluded to the settlement, by arbitration, of the dispute between the Aunt Jemima Mills Co., St. Joseph, Mo.,

and the B. R. P. Warehouse, Rochester, (see story of N. D. A. convention beginning on page 48). This opens up, Mr. Douglas declared, "a most fruitful avenue of activity in the future" in the relationship between shipper and warehouseman. He urged the A. W. A. members to come to the trade relations committee for assistance.

What had taken place at the N. D. A. convention regarding the shippers' problem of methods of charging by the warehousemen was related to the A. W. A. members by George Hamley, Minneapolis. This situation was referred to the Greeley simplification committee to handle when the N. D. A. takes the initiative looking toward uniformity.

Tribute to President

At President Morse's formal reception, on one of the convention evenings, a large group of men in the association presented to President Morse a watch and chain and a knife. On the watch was inscribed:

"A Bond of Affection. Presented to W. W. Morse, President of the American Warehousemen's Association, during the President's Reception, December 6, 1922, at Cleveland, Ohio. In recognition of the debt the warehousemen of the country owe you for your unselfish and untiring services."

The presentation was preceded by talks, serious and humorous, by F. L. Bateman, Chicago, president of the National Furniture Warehousemen's Association; L. T. Crutcher, Kansas City; W. E. Halm, New York; S. M. Haslett, San Francisco; and James F. Keenan, Pittsburgh, a past president of the A. W. A., all of whom paid tributes to Mr. Morse's services.

The annual banquet, with Mr. Morse presiding, was held on the evening of the 7th, addresses being made by Col. Hayden Eames, on "Some Aspects of Russia," and Hon. Horace J. Bridges, on "Current World Events." The invocation was delivered by the Rev. Eddy Horace Greeley, D. D., of Rhodesia, Africa, a relative of A. H. Greeley, Cleveland.

ENCYCLOPEDIA WILL BE PUBLISHED SOON

PERHAPS by March a notable volume will be off the presses—"Warehousing of General Merchandise—An Encyclopedia." This work, virtually financed by subscriptions from members in attendance at the Cleveland meeting, is the result of some years of labor by the A. W. A.'s Central Bureau committee, of which T. E. Witters, vice president of the Baltimore Fidelity Warehouse Co., Baltimore, is the chairman. The technical work has been done largely by Chester B. Carruth, secretary of the Massachusetts Warehousemen's Association, and H. I. Jacobson, manager of the Warehousemen's Association of the Port of New York.

In the absence of Mr. Witters, the

Central Bureau committee's report was presented at Cleveland by one of its members, John Bekins, president of the Bekins Omaha Van & Storage, Omaha, who explained what the contents of the book are to be. Fifteen hundred copies are to be printed he said—150 to comprise a deluxe edition and 1,350 copies to have a cloth binding, less expensive. To get a deluxe copy, one must subscribe also to four of the cloth-bound volumes, the cost of the five being \$50. The cost of a single cloth-bound book is \$10.

The Texas Salesman

William I. Ford, president of the Inter-State Forwarding Co., Dallas, and a member of the committee, assumed the role of book salesman. Claiming that a book agent was privileged "to lie four times over," Mr. Ford declared that the preparatory labor had cost \$400,000, and that the Massachusetts and Port of New York associations had spent \$100,000.

The salesman from Texas distributed cards on which the delegates were asked to designate how many copies they wanted. Some 90 persons subscribed \$50 each, making approximately \$4,500 pledged toward purchase of the five-book sets, and there were about 20 promises, including some from traffic managers present, to buy \$10 volumes, bringing the sum up to about \$4,700 in all.

Mr. Ford explained that the A. W. A. needed \$5,500 to do the printing, and a number of the members pledged themselves to underwrite the balance if the advance sales are not sufficient. It was predicted that the volume would become so valuable that this initial edition would quickly become scarce. As a matter of fact, the Central Bureau committee had already underwritten the expense, confident that the books would not go begging.

The encyclopedia will contain about 500 pages. In it will be described 358 commodities stored in warehouses—including many commodities which the average warehouseman does not handle but may be called upon to handle at some time.

Minute Listings

As an example of the detailed work done by the builders, under the general heading "Cereals" (including breakfast foods and coffee substitutes) are to be found described Bran, Ballard's; Bran, Kellogg's; Bran, Minn. Cereal Co.; Bran, Ralston Purina; Breakfast Food, Malt; Breakfast Food, Price; Breakfast Food, Ralston Purina; Breakfast Food, Uncle Sam; Corn Flakes, Armour; Corn Flakes, Kellogg's; Corn Flakes, Cream of Maize; Corn Flakes, Jersey; Corn Flakes, Mother's; Drinket, Kellogg's; Force; Grape Nuts; Grits; Hominy (also known as Samp), Price's; Hominy, bag; Honey Crisps; Krumbles; Corn Meal, bag; Corn Meal, barrel; Corn Meal, Price's; Corn Meal, Purity; Corn Meal, Quaker; Pearl Meal; Roman Meal; Porridge; Post Toasties; Postum; Instant Postum; Purina Braness; Cream of Rice; Toasted Rice Flake; Rolled Oats,

both bags and barrels; Rolled Oats, Armour's; Rolled Oats, Buface; Rolled Oats, H. O.; Rolled Oats, Mother's; Rolled Oats, National; Rolled Oats, O. G.; Rolled Oats, Price's; Rolled Oats, Purity; Rolled Oats, Quaker; Rolled Oats, Rainbow; Cream of Rye; Washington Crisps; Wheat Biscuit; Cream of Wheat; Toasted Wheat Flakes; Wheat Flake Mush; Wheat Food, Ralston; Wheat Food, Saxon; Shredded Wheat.

As a general introduction to the tables dealing with these many cereals, we read:

"Cereals. A large number of prepared foods, generally farinaceous. Varieties: Classified as to grain from which made; as to process, etc. Source: Manufactured; practically all are domestic. Use: Food. Storage: Keep cool and dry. Dampness will damage. Attracts vermin. Store on skids and allow for circulation of air to prevent mustiness setting in. Turn, examine for and remove weevils regularly. Do not store near goods which may be damaged by weevils."

Then follow the type of container, its dimensions, its size in both cubic feet and cubic inches, and its weight; the lot unit; density in pile, floor load, base class, and modification, if any, under "Storage"; and base class, and modification if any, under "Handling."

Incorporated in the encyclopedia will be the Rate Guide of the Central Warehousemen's Club; "Cost Finding for Warehousemen," published by the A. W. A., and other such information of value to the warehouseman—including, as Salesman Ford said in his talk, "stuff you've never heard of."

RESOLUTION CONDEMNNS THE "COMMISSION EVIL"

THE following resolution was adopted by the merchandise division after delivery of a paper, "Purchasing of Business," by Edwin Morton, treasurer and manager of the Baltimore & Ohio Stores, Inc., New York City:

"Resolved, that it shall be deemed unethical for any member of the merchandise division of the American Warehousemen's Association to pay any rewards for the procurement of business to anyone not in his salaried employ; and be it further

"Resolved, that it shall be deemed especially unethical and subject, on proof, to suspension from the privileges of this association, for a period not exceeding one year, for any member to pay commissions, bonuses or any other emoluments for the purposes of influencing business, to any other warehouseman, or to any traffic manager, sales agent, shipping clerk, Custom House broker, import or export agent, teamster, forwarding agent, freight agent, or any other agency or broker who already received his legitimate reward from his employers or the owner of the goods stored."

As originally introduced as part of Mr. Morton's paper, the text of the final part of the first paragraph of the reso-

lution read "not in his exclusive and salaried employ." This was amended from the floor to eliminate the words exclusive and," a number of the delegates maintaining that it was entirely ethical for warehouse companies to employ solicitors cooperatively. Mr. Morton accepted the amendment.

When the war boom began to manifest itself and "there were all sorts of fantastic tales current concerning the enormous profits being made in the storage business," Mr. Morton said in his paper, the so-called commission evil "loomed to great proportions." He continued:

Boomed by "War Babies"

"It continues to increase and flourish and, unfortunately, seems to meet encouragement from certain warehouses. It is but fair to say that the old line responsible houses do not and never have given any countenance to these parasites. Even after the warehousing boom collapsed and the supply of storage space began to greatly exceed the demand, the practice seemed to increase, rather than otherwise, but it met its greatest encouragement among the 'war babies' of the business. There were several hundred warehouses in the Metropolitan district, more than were necessary. The wiser ones closed up shop as soon as possible, but others, burdened with long leases, saw bankruptcy staring them in the face and in their desperation would resort to any expedients to keep their heads above water and would pay commissions, or offer presents, or bonuses, to any Tom, Dick or Harry that would bring them business. This, of course, only gave encouragement to these leeches who thereupon became organized and aggressive. While the practice prevailed among general warehousemen, I am told that it also existed to some extent among our brethren in the cold storage and household goods lines."

Mr. Morton named eight classes of what he called "these barnacles"—Custom House brokers, operating largely in connection with bonded storage; some of the forwarding agents; "storage brokers"; sales agents, and merchandise brokers; various railroad and steamship freight agents; many teaming concerns; "shipping clerks and even traffic managers"; and last, "even warehousemen themselves." Regarding the "storage brokers" he said:

Practices Widespread

"There came into existence a certain class who made a business of soliciting and canvassing among firms that had occasion to store; and, when storage accommodations were sometimes difficult to procure, they obtained considerable business in this way, which they would give to the warehouses that would allow them the largest commissions and not to those that gave the lowest rates, the best service, or the greatest security."

Mr. Morton said he had been approached by representatives of all eight classes; he added:

"The knowledge of these practices has become so widely known that now when I call on prospective customers their demand of course is for lower rates than I quote them, and they sometimes use the argument that we can afford to give them lower rates for the reason that in their case there would be no commission to pay."

Further on in his paper Mr. Morton said:

Bad Impression Created

"It is perfectly legitimate to employ competent, energetic men on a salary to assist in solicitation, but the payment of commissions to irresponsible solicitors and brokers, and especially to patrons' employers, seems to be directly opposed to the best interests of our industry."

"The tendency of such solicitors is always to endeavor to induce the warehouseman to come down in his charges to meet the demands of their clients, and to play one warehouseman against another in hawking traffic about. It creates an impression upon the latter that all warehousemen are suffering greatly from lack of patronage, and that the spread between supply and demand is far greater than is actually the case. It also establishes the idea that our margin of profit is very large, since we can afford to pay such bonuses to get business. The leaches usually demand 10 per cent on the monthly billings, sometimes more, and sometimes they propose a split."

"Now, the A. W. A. accounting plan fixes 10 per cent as the legitimate profit on turnover, and it is usually more than the legitimate, permanent warehousemen actually do receive on the average in normal times. It is difficult to see, therefore, how any one can pay such commission without overcharging, or going bankrupt themselves."

New "Warehousemen"

"The whole tendency is to bring our entire industry into disrepute. What must these new, or occasional patrons think of us, except to conclude that they pay very high rates and get wretchedly bad service, and they will avoid patronizing us whenever possible? For, as stated before, these mercenaries care nothing for responsibility, character, service, or economy, but toss their baits to those concerns abject enough to pay the best rewards. There have been instances in New York when owners have been compelled to remove goods from two warehouses in succession, that went out of business, before finally putting them in the hands of a sound institution. The devastating cost of these repeated removals is obvious."

"But there is another feature to be kept in mind. I could cite a dozen instances in New York City, when such agencies eventually rented buildings, and, though knowing nothing whatever of its problems and difficulties, have become public warehousemen themselves, taking trade away from those concerns for whom they had formerly solicited."

"There have been very numerous instances when the firms that have allowed their traffic to be diverted by the commission sharks have found part or all of their goods missing or damaged when the time of removal came, and often they were unable to make any recovery, for the reason that the warehouseman that housed their merchandise was doing business on a shoe string in rented quarters and his small capital was exhausted."

"We must all frown upon these pernicious practices unanimously and strenuously, in order that our useful and necessary industry shall not be brought into disrepute."

Uniforms for Employees

The household goods members of the A. W. A. were urged by Elwood Croul, president of the Riverside Storage & Cartage Co., Detroit, to clothe their warehousemen and furniture packers in uniform, preferably khaki overall-jumpers with cap to match. Last spring the Riverside company adopted the plan, and Mr. Croul said:

"From an advertising standpoint we consider the scheme has been lucrative, and it is indeed gratifying to hear from our patrons who, in many instances, have commented very favorably regarding the appearance of our men."

"We obtained wholesale prices, amounting to about \$3 per uniform and 25 cents per cap. The cap is also of khaki material, with a soft visor. This investment is a very small amount as compared with the satisfaction we feel. We believe that the men will be willing to purchase their own uniforms when the present ones wear out, as they protect and conserve their own clothing and, the buttons being concealed on the exterior, eliminate damages which occasionally occur through this source."

"The moral effect on the men has been great, as we find that they take more pride in their appearance generally, give more attention to the upkeep of their vehicles and do their work with a better spirit."

Two-uniforms are allotted to a man, Mr. Croul explained, and sufficient allowance should be made for shrinkage; the life of a pair of jumpers is about eight months.

Notes

On behalf of the Canadian Storage and Transfermen's Association, J. B. Baillargeon, Montreal, president, extended "greetings and best wishes."

On motion by S. N. Long, St. Louis, the merchandise division sent a telegram to T. E. Witters, vice-president of the Baltimore Fidelity Warehouse Co. and chairman of the Central Bureau committee, expressing wishes for his early convalescence from illness.

A resolution was adopted that hereafter, in elections, two of the six members of each division's executive committee shall serve for three years, two for two years and two for one year.

LIGHTNING ROD AND BUSINESS TOMBSTONE

THE proposal advanced at the A. W. A.'s St. Louis convention in 1921, by the Public Relations committee, for the expenditure of \$150,000 on a national advertising campaign, was presented "in the form of a lightning-rod," L. T. Crutcher, Kansas City, chairman of the committee, said in his committee report at the Cleveland meeting.

The suggestion drew lightning, Mr. Crutcher said, in the form of overwhelming correspondence from which he deduced that:

"Before any attempt should be made to advertise our industry in a national way, or, in other words, to send out Foreign Missionaries, we could well devote our time to building up the Home Mission. Those of you who are familiar with your Sunday School lessons will possibly understand the meaning of these expressions."

"To put it rather bluntly, a surprisingly large number of Heathens, in the form of non-advertisers, were discovered within our own ranks. So, how could we, as an Association, be expected to react favorably to any suggestion to spend a young fortune 'telling the world' about ourselves when we did not, as individuals, subscribe to any such proposition?"

Mr. Crutcher continued:

"It is distinctly evident that the average warehouseman is not at all acquainted with his Public and does not appreciate what that Public can do for him. Furthermore, unfortunately, he is not even sold on his own importance in the business world. We urge you, Mr. Warehouseman, to meet the Public. Get the viewpoint of your Public. Put across the thought that you are a Banker of Merchandise, and as this acquaintance ripens you will be able to influence the Public to use the same discretion in warehousing as in banking. Why not adopt such a slogan as, 'Use the Same Discretion in Warehousing as in Banking'?"

"Possibly the word 'Service' in your mind has been as much overworked as the old stand-by 'Efficiency,' but SERVICE is the one big thing that we, as warehousemen, are constantly selling. Too much importance cannot be given to this word. SERVICE is the one great thing that distinguishes the modern storage warehouse from a mere building in which to store goods and property."

"Contact has been established between our Association and many of the other distributive groups and allied associations. The apparent ease with which this has been accomplished has surprised us somewhat, but it has also shown us how eager the Public is to learn more of our business."

"The work for this next year is more clearly defined than ever before. We must make every effort to dispel the provincialism that prevailed so widely in the past of our Association, and some of which unfortunately lingers with us."

"The storage business in its essential

(Concluded on page 56)

CALIFORNIA MEN HOPE TO BLOCK PORT'S PLAN

THE campaign being waged by the merchandise warehousemen of California against the plans of the Harbor Commission of San Francisco to build a warehouse for public storage at deep water—where ships could be loaded and unloaded directly to and from storage, and where cargoes could be assembled for future sailings—was outlined before the A. W. A. merchandise division by L. A. Bailey, secretary of the Warehousemen's Association of the Port of San Francisco.

The Harbor Commission has let the contract for the underground foundation at a cost of about \$900,000, and this work will be completed in June when, it is claimed, the balance of the project will be contracted for. Mr. Bailey continued:

"From studies made by the warehousemen this building cannot be made self-supporting. To allow a depreciation fund of 2 per cent, an interest rate of 5 per cent and a bond redemption rate of 3 per cent, the building must net 10 per cent per year, or \$250,000.

Transferring Required

"The attractiveness of the building will be simply its location at deep water. To offset this, no warehouse responsibility either as to safe custody or against rough handling is offered. The wharf can accommodate but two modern size vessels at one time. The floor area per foot of berthing space is 500 square feet. Congestion cannot help but be experienced in loading and unloading ocean vessels, and many vessels will refuse to reberth at this wharf from their regular berths.

"The result will be that considerable import tonnage seeking accommodation will require transfer from docks to the warehouse and the same will be true of exports. As to such tonnage requiring transfer, the cost to the privately owned warehouses will be kept approximately equal with the cost along the waterfront to the State warehouse.

"But this building has not yet been erected, and it is still the hope that present plans will be modified; it is our position that, regardless of the extreme underground expense, it will be more economical to confine the project to a two-story transit building and leave the storage facilities where they properly belong, in the hands of private endeavor."

Building and underground foundation together would cost about \$2,250,000, to be raised by the sale of port improvement State bonds, Mr. Bailey said, and the combined floor area would be 516,530 square feet—"equal to 25 per cent of present warehouse operating area" in San Francisco.

"The original plans," Mr. Bailey said, telling of the industry's fight against them, "called for an extreme competition with the warehouse industry. Equipment was to be installed for treating coffee, grain, beans and other articles passing through the port, part of the space to be used for Customs Bonded storage.

"The warehousemen stood in amazement that the State Government, which is supposed to protect business, would thus thrust at the very vitals of a long-established and reliable industry. The supply of warehouse space in San Francisco far exceeded the demand, a condition always existing, except during the worldly port congestion caused by the war.

Tax Exempt

"The industry felt that on an even basis private investment could compete with public ownership. But it was obvious that this publicly owned and operated warehouse would pay no taxes and that it could be operated at a direct loss, at the expense of other port operations, upon the theory that it would advertise the port and act as a feeder of commerce to the general port activities.

"And so the warehousemen of San Francisco got busy. We had been organized since 1911 and knew how to pull together. A fund was raised and an appeal made to all warehousemen of the State to join in an effort to prevent this invasion of private business.

"The response from the industry throughout the State was as sincere as it was instantaneous, and from this movement sprang the California Warehousemen's Association. We went to our State Capital at the following convention of our Legislature and had the enabling bill amended so that the proposed warehouse could be used only to accommodate ocean bound freight that could use other ports, and in no case could the State issue warehouse receipts or in any other manner assume the responsibilities of warehousemen.

"It was the thought of the warehousemen that, with these restrictions, the State would not be foolish enough to proceed to build the warehouse, particularly as their bulk head storage space has remained practically unused for several years. But our thoughts in this regard have proved erroneous."

"ADHERE TO MONTHLY RATES," SCHAUB URGES

"WHO in the world ever dug up this old relic?" demanded C. L. Schaub, treasurer of the Union Storage Co., Pittsburgh, referring, in his talk on "Monthly vs. Season Rates" before the cold storage division, to the following practices by some warehouses:

The quoting of monthly and season rates on a given commodity whereby the storer has the option to operate under the monthly rate on such stock as he may store until the sum total on the monthly rate equalizes the season rate, whereafter the storer may carry the stock straight through the season term without additional charge.

"It is inconceivable in this day and age of cost accounting, uniformity of practice and the continual striving for better business methods," Mr. Schaub said, "that anyone can be found in an organization like A. W. A. who would be

willing even to think of going back to these antiquated methods, much less practicing them.

"Just when the warehousemen of the country have rid themselves of criticism caused by rebating, lack of uniformity in rate making, unfair practice in selling space, regardless of the commodity which is to be stored in it, and many other like abuses, we find some one suggesting a return to old methods and their attendant evils.

"The parties practicing these methods must be newcomers in the business, and it is more in the hope of showing them the unbusinesslike principle of what they propose, than to defend the present general practice, that we will discuss this suggestion.

"Let us ask, first, what good reason obtains for ever quoting a season rate? How can one figure with any degree of certainty on the earning capacity of his space? Why give up the space and penalize oneself with the cost of refrigerating the same for a period from one week to two months and get no return whatever? Why admit that your monthly rate is of such a profiteering nature that it will permit of such pernicious practice? Why, in other words, establish a system of rebating, so easily discreditable, and inviting lively competition and dissatisfied customers all along the line? Why present your plant on the equalizing date to your trade to do with as they please? Why let them speculate at your expense?

Non-Aggressiveness

"No first class warehousing company is compelled to resort to such a subterfuge, and the adoption of such a rule should be an indication to stockholders that their management is timid, non-aggressive and willing to abide by rules laid down by a trade which is continually bringing up like items to harass the warehousing industry and inculating not only suspicion but distrust in our ranks.

"Monthly rates, besides being more remunerative, have a tendency to keep your organization, as it were, on the tip of its toes and, on account of the broken months, it is easily possible to accumulate an additional whole month's earnings each year.

"We warehousemen have made a remarkable advance in everything pertaining to our business during the past ten years, and we must not let any fearful member dissuade us from our course, but on the contrary must secure his cooperation in further advancing the interests of all, through uniformity of practice and the turning of a deaf ear to any and all seductive sirens.

Follow Bureau Report!

"Let us all adhere to the suggestions of the Central Bureau Committee's report on Standardization of Basis for Rates, abolish unbusinesslike methods, adopt monthly rates—if you have not already done so—cut out season quotations and stick to this plan for all time."

FARM INFLUENCE ON COLD STORAGE LAWS

THE farmers of the country will, in an organized way, have some voice in the future about the economics of cold storage warehousing, in the opinion of the cold storage division's legislative committee in the committee's report before that division.

"In forecasting the future of Federal cold storage legislation," says the report, prepared by the committee's chairman, Frank A. Horne, president of the Merchants Refrigerating Co., New York City, "it is well to take account of certain tendencies and forces evident on the political horizon.

"It is very apparent that, due to the economic conditions of agriculture and the new consciousness of power which the producers of our necessities from the farm have developed, we shall have to take serious account of their interest and attitude toward our industry. The particular point of interest will have to do undoubtedly with the questions of marketing and distribution with which our industry is vitally associated.

"Formerly our difficulty arose from the side of the more or less misguided and misinformed consumer, and while this class are still apt to cause trouble by reason of prejudice and lack of appreciation of the true function of storage, yet it seems probable now that the farmers in their organized capacity will have some voice about the economics of our industry, but from a far more intelligent and constructive standpoint.

"In general the attitude of the farmers' group, in this time of their economic plight, is to question every element of distribution touching the cost and the necessity of each step. They are critical of the middleman and all agencies of marketing which add to the expense or serve unnecessarily to increase the spread of prices from the farm to the consumer. They are outspoken against excessive railroad rates, dealings on exchange which appear to encourage injurious speculation, and are greatly interested in ability to finance crops, co-operative marketing, costs, prices and all operations related to their products.

"Among the forces to be reckoned with are that powerful organization, the American Farm Bureau Federation, and the so-called Agricultural Bloc in Congress, which is composed of both Conservatives and Radicals. The recent elections increased the strength of the latter and adds to the probability of strong regulatory, if not drastic, legislation in the next Congress.

The Past Year

"In this connection during the year there were two outstanding events which reflect the growing importance of the agricultural problem. First, the meeting of the National Agricultural Conference called by President Harding and Secretary Wallace, which met in Washington in January last. The Committee on Marketing of Farm Products, of which the late G. Harold Powell was chairman, and the sub-committee on Warehousing

and Terminal Facilities, of which Mr. Chas. J. Brand was chairman, recommended the following statement concerning Federal cold storage legislation and warehouse loans:

"The cold storage warehouse system which has developed in the United States is essential to agriculture to assist in conserving perishable foods and in extending the period of their distribution. It serves both the producer and the consumer.

"In the rapid growth of the cold storage industry, some injurious practices subversive of the proper functioning of the industry, as an aid to seasonable distribution, have developed. While these abuses have not been general they have worked, where they have existed, to the disadvantage of the whole public.

"About twenty-one states have enacted laws regulating cold storage, many of them based upon the Uniform Law Relating to the Cold Storage of Certain Articles of Food, recommended by the Commissioners of the Uniform State Laws, appointed by the governors of several states. These state laws vary in many important particulars, and in some states are not properly enforced. State officials responsible for their enforcement affirm that proper enforcement is made difficult, and in some cases impossible, by reason of the fact that a large percentage of cold storage products move in interstate commerce without evidence that such products have been in cold storage.

Urges Federal Act

"For the benefit of the industry itself, and of the public, there should be enacted as promptly as possible a Federal Cold Storage Act on lines recommended by the industry itself and by specialists of national and state governments, and in keeping with the best interests of both the producer and the consumer.

"Practical means should be taken to make stored products more generally available as a basis for loans. However, such loans should not be for the purpose of uneconomically affecting the flow of goods to market, but should have for their purpose the orderly marketing of the farmer's products and not the promotion of speculation.

"The chairman of your committee and Dr. M. E. Pennington were members of the Conference and of the above committees. The general subject of warehousing and terminal facilities elicited a large amount of interest and discussion in the committees, and the findings were unanimously adopted by the Conference itself.

Agricultural Inquiry

"Second, the investigations called under the auspices of the Joint Commission of Agricultural Inquiry, composed of an equal number from the Senate and House of Representatives, and of which Hon. Sidney Anderson of Minnesota was

chairman. J. R. Shoemaker, Gardner Poole and the chairman of your legislative committee were appointed members of the Advisory Committee to represent the cold storage industry. A full statement was prepared by our representation and submitted to the Joint Commission during March, 1922. The following is quoted from the findings of this Commission and may be found in Part 4 of the report under the general topic of Marketing and Distribution:

"Cold storage has become a factor of vital importance to the producer and consumer alike in the conservation and distribution of perishable products.

Temporary Storage

"In the primary markets cold storage and refrigeration have become necessities in precooling and chilling products until sufficient volume has been accumulated for economical shipment. In the movement from primary market to terminal market, transportation and refrigeration are combined for the conservation of perishable commodities in transit, and refrigerator cars become temporary cold-storage plants when they enter over-supplied markets.

"There is also another class of temporary cold storage which is an important factor in extending somewhat the comparatively short seasons during which highly perishable fruits and vegetables are available. This is the refrigeration supplied by commission merchants and wholesale receivers for the protection of products during their distribution.

"The laws of practically all states recognize the desirability of temporary storage and exempt from marking requirements all stock held under refrigeration for 30 days or less.

"There is a third class of cold storage that has most greatly affected the consuming habits of the American people—the cold storage which absorbs the surplus of the seasonal crop of semi-perishable commodities and makes them available through practically the entire year. The vast metropolitan centers could not exist without refrigeration storage reservoirs of food stocks. In its economic function, cold storage tends to stabilize market prices to the producer by absorbing into reserve stocks the excess production of the peak producing period at higher prices than would prevail if it were necessary to dispose of the entire crop immediately to the consuming public. It also serves to provide the consumer with a normal supply of seasonally produced commodities during periods of deficient production at lower prices than would prevail if no reserve stock were available.

"The abnormal conditions of the post-war years have tended to increase cold storage facilities rapidly, and it now seems that the existing facilities are adequate in capacity and in general well located with reference to distribution. In fact, during the depression there has been a surplus of possibly 50 per cent of total available cold storage space.

"The operators of cold-storage warehouses are a considerable factor in financing perishable products in cold storage. This service they can well render, because of their intimate knowledge and their responsibility for the collateral. However, in many instances, competitive conditions have created a tendency to make excessive loans to secure business, and this has operated to develop speculation in perishable foods.

"The development of the cold-storage industry from a small beginning, with ice as a refrigerant, to its present importance with efficient methods of mechanical refrigeration, has been extremely rapid. While they are not general, certain abuses have developed within the cold-storage industry that have worked to the disadvantage of both the public and the industry itself."

Government Friendly

"In the discussion concerning the cold storage facilities, statements were made by both the chairman of the Advisory Committee and the representative of the American Farm Bureau Federation, that Federal cold storage legislation was considered sure to be enacted in some form and that it behoved all parties and interests to adopt the constructive and helpful attitude of the warehousemen in developing the facts and co-operating in securing reasonable regulation.

"In addition to the influence just referred to of course we have the attitude of our friends of the U. S. Department of Agriculture who have from the beginning been our allies in opposing drastic and unreasonable proposals and of formulating and advocating constructive suggestions for legislation. There has been no change in their attitude in this respect.

"It is not the purpose of this report to restate the position of this Association with regard to Federal legislation or predict the future action of Congress on this subject. The consistent attitude of the warehousemen should be maintained on the constructive side of the question. Our influence should continue to be exerted on the basis of fundamental principle and sound policy, with the public interest pre-eminent, and not affected by temporary conditions, selfish motives and narrow considerations. It is to the great credit of our industry that we have taken a positive, not a negative, position and have fully co-operated in the ascertainment of the actual economic and physiological facts involved and in accepting the public demand for full publicity and complete information concerning our processes and the products handled."

The committee recommended that hereafter the legislative matters of interest to this division be handled by the division's legislative committee. Hereafter the report on legislation to the division has been a combined statement representing the legislative committee of the A. W. A.'s cold storage section and the Joint Committee Representing Cold Storage Warehousemen and Affiliated Industries.

WOULD RAISE STANDARD OF WAREHOUSE SERVICE

VENTURING the assertion that investments in buildings and equipment in the household goods storage business in the United States today amount to more than \$100,000,000, Thomas J. Skellet, president of The Skellet Co., Minneapolis, urged household goods warehousemen, in a talk at their divisional meeting of the A. W. A., to assume "proper responsibilities" in their relations with their customers.

"Instead of telling the public what we can do for them," he said, "we have been printing in large black type what we wouldn't do for them. Instead of advertising responsibilities and safety to their cherished belongings, we have advertised our irresponsibilities and enumerated a variety of conditions and causes that might damage or ruin their goods, causes which very rarely happen in an up-to-date, well managed warehouse, and most of them for which every prudent warehouseman would settle if the damage did occur.

"We have been afraid of skidding, and, therefore, we have stayed in the rut. We have not inspired confidence in warehousing. We have been so busy devising ways of protecting ourselves against our customers that we quite overlooked the important part of building up the industry by inspiring responsibility in the minds of the public, and thereby advancing the standard of our business."

What Is "Standard"?

Answering this question, Mr. Skellet continued:

"We have not yet attained a 'standard'. We are progressing, surely; we are improving our services; we are slowly accepting more responsibilities and we are getting nearer to a standard service. The accepted standard service to-day consists of:

"1. A fireproof building, a portion of which is provided with separate locked rooms of various sizes; a rug room, with racks where all rugs should be stored; a trunk room; a vault for silver and other articles of high value; a piano room, where an even temperature is kept during the winter; a convenient packing room, preferably on the ground floor, equipped with power saw; a comfortable office, well arranged for the convenience of the customers.

"2. Up-to-date furniture moving equipment, either motor power or horse, power or both; clean, well-painted, attractive vans; clean pads and covers for tables, chairs, phonographs and, by all means, mattress covers.

"3. Well-paid, experienced, careful and courteous men. No approach to a standard can ever be attained unless we have in our employ well-trained men in different departments, men who are proud and satisfied with their employment and the company they represent. This applies to men who move and handle the furniture as well as to the office force.

"4. Business policy and the responsibility assumed as warehousemen. On

this point it can hardly be claimed that we have as yet attained any degree of standards. The household goods storage business is more conspicuous by the absence of any well defined specific policy of responsibility.

"There are, of course, many more essential requirements in a present day standard service, such as modern equipment both in the warehouse and in the offices, but these are matters of detail. It is important that prompt attention is given to correspondence, immediate remittances of receipts of bill-of-lading on shipments from fellow warehousemen, prompt attention to claims of customers and courteous attention to the public.

"Most household goods warehousemen are still selling space to their customers instead of specific protection. I believe we should elevate our business by assuming complete and specific responsibility for goods entrusted to our care, with the exception of fire-loss, for which the depositor can protect himself by an insurance policy, the same as he does when the goods are in his own house. We should assume responsibility for breakage, dampness, ratage and moth and against scratches and rough handling and for full values of the goods when values are stated. . . .

"The bank does not tell you, when you deposit your money, that the money will be returned providing the cashier does not run away with the funds or the bank burns up. They make no exceptions—there are no 'ifs.' This is the position we should assume. We must assume it before we can lay claim to a standard service. . . . The public should be convinced that when they have placed their goods in an up-to-date public warehouse their goods are safer than when in their own houses. I say, sell *protection* and not space."

Federal Agricultural Chemical Inquiry

The report of the committee (cold storage division) on Government investigation and research—Frank A. Horne, president of the Merchants' Refrigerating Co., New York City, chairman—touched upon the recommendation of the committee on warehousing and terminal facilities of the National Agricultural Conference, to the effect that the U. S. Department of Agriculture should make exact scientific investigations into storage conditions most desirable for the preservation of agricultural products "and of the effect of storage on condition and quality, whether storage be common or under temperature, ventilation or humidity artificially maintained."

The report quoted Secretary of Agriculture Wallace as recognizing the need for such research work and as being hopeful of increasing and strengthening agricultural chemical inquiry. The report recommends that the cold storage division's committee on this subject should, in conjunction with a similar committee of the American Association of Ice and Refrigeration, "follow up this matter at the proper time for the purpose of securing the desired result."

FURNITURE INSURANCE RATES MAY BE LOWERED

EXPECTATION that material reductions will be made very soon in the fire insurance rates of fireproof warehouses for household goods storage in the Atlantic States, with the exception of New York City, was expressed in the report submitted to the household goods division of the insurance committee, of which John G. Neeser, president of the Manhattan Storage Warehouse Co., New York City, is chairman.

Of the many kinds of insurance in which furniture storage executives are interested, the report says, the following are the chief ones:

1. Transit covering property in hands of common carrier.
2. Transportation floater covering contents of vans.
3. Public liability in and about warehouses, including elevators.
4. Boiler and fly-wheel explosion.
5. Plate glass.
6. Sprinkler leakage.
7. Loss of use and occupancy and profits.
8. Fidelity of employees.
9. Teams liability.
10. Automobile liability, property damage and collision.
12. Employers' liability and workmen's compensation.
13. Fire and lightning for building and contents.

The report continues:

Automobile Insurance

"This is a comparatively new form of insurance, for automobiles have only come into general use in the last ten or twelve years. The warehouseman, who had been insuring his teams for a very small amount, was surprised to find that the cost of insuring motor propelled vans and trucks was many times as great and that it cost him a considerable amount of money to insure himself against automobile liability, property damage and collision.

"During the past year, largely due to the efforts of the local New York associations, important reductions have been obtained in our industry, as we were able to prove to the insurance companies that our vans, on account of the fragility of the furniture they carry and the liability we assume for damages while the furniture is in our care, must be operated much more carefully than the ordinary truck and that we are therefore freer from accident. It must also be remembered that our vans are in motion only a comparatively short time, as considerable time is taken up in loading and unloading. In consequence closed padded vans enjoy a special rate, a further discount of 25 per cent being granted electricies as compared to gas cars.

"It has been proposed that motor van insurance be put on a mileage basis, or on that of hours the vans are operated; at present the basis generally accepted is that of days operated, a day being charged for irrespective of the length of time the van may be out.

"Heretofore it has been considered sufficient to take out public liability policies for \$5,000 to \$10,000. Recent decisions, however, have shown that it is advisable to increase the amount, and some

of our members have had their policies written for as much as \$50,000.

Workmen's Compensation

"Formerly the warehouseman protected himself against a possible suit for damages by one of his employees by taking out an employers' liability policy, and if one of his men was injured the latter had to sue, his lawyer usually getting a large percentage of the amount recovered. This condition was unsatisfactory, and on Aug. 1, 1908, a workmen's compensation law, passed by Congress, became effective; it applied, however, only to the relatively few Federal employees engaged in hazardous occupations. Kansas and Washington were the first States to pass compensation laws, namely, in March, 1911, but Wisconsin's was the first of the State laws to be effective, it being put in force on May 3, 1911, the very day it was passed. All of the States now have such a law excepting Arkansas, Florida, Mississippi, Missouri, North Carolina, South Carolina and D. of C.

"Of the States in which compensation laws are in force the following require that insurance covering employers' liability under the law be carried in an insurance fund created and maintained by the State, insurance in private corporations not being acceptable: North Dakota, Nevada, Ohio, Oregon, Washington, Wyoming and West Virginia.

"When the insurance companies first began writing compensation insurance it was necessary, because of the lack of experience, to estimate the various rates on the basis of the apparent chances of accident in each class of work. The original rates were naturally high for certain classes in which the chances appeared, without experience, to be great, and as these estimates proved to be in error the rates have been gradually adjusted. Since the insurance companies have started to write compensation insurance they have kept careful records of the experience, and the rates are being adjusted on the actuarial basis as quickly as possible.

Rates Vary with Laws

"The rates for the different States will vary as long as the laws vary in the different States. The conditions that affect the cost of the insurance, and in consequence the rates, are, to mention only the more important, as follows:

- "1. The kind of injury to which the law applies.

- "2. The maximum weekly indemnity upon which compensation is based.

- "3. The amount paid to dependents of an injured employee.

- "4. The extension of the law to include occupational diseases.

- "5. The duration of the waiting period before payment of compensation.

- "6. The maximum period for which compensation is paid to employees or their dependents in the event of partial or total disability or death.

- "7. The attitude taken by the board administering the law, and whether or not it is overliberal in its construction of the law.

"It might be well to call attention to the tendency on the part of some of the State boards to give a full award to a workman who may have suffered a very slight injury which, due to his physical condition, for which the employer could in no way be responsible, had serious or fatal results. Will not such awards defeat the intention of the law? For if they become too frequent the employer will find himself compelled to employ only men in perfect physical condition, and any workman who may be physically defective will find it difficult to secure a job.

Fire Insurance

"At the request of our good president, Mr. Morse, a paper was prepared for last year's A. W. A. convention giving a summary of the fire losses in fireproof warehouses in our industry, as well as the number of warehouses that had been built up to date. These figures were most enlightening and showed that an industry, which started in 1883, and which has grown very rapidly, particularly since 1904, has not had a serious fire loss in its whole history.

"Your committee decided that the figures that had been collected should be brought to the attention of the fire insurance companies, as they justified lower rates for buildings as well as for contents, and with that end in view it submitted a report to the Eastern Union. It should be explained that the Eastern Union is an association made up of practically all of the fire insurance companies that do business in the Atlantic States. It makes no rates itself, but studies questions of general interest to its member companies and its recommendations carry a great deal of weight. Similar associations exist in other parts of the country, the Union and the Western Insurance Bureau, both located in Chicago, covering the Western States, and the Board of Fire Underwriters of the Pacific Coast, of San Francisco, all States west of the Rockies.

"Our appeal seemed to come at a psychological moment, for the insurance commissioners of various States have recently been agitating the question of uniform rates throughout the United States, and it was decided at a meeting of the Eastern Union on Sept. 12 that, as our figures were available, preference be given to the rates of fireproof warehouses for the storage of household goods. A resolution was passed referring the matter to the council of rating managers, with a request that they proceed to revise their rates, the present rates, in the estimation of the Eastern Union, being slightly too high.

"It is expected that within the next few months material reductions will be made in the fire insurance rates of fireproof warehouses for the storage of household goods in the Atlantic States, with the possible exception of those in New York City, as it is claimed that the latter are now enjoying rates lower than elsewhere in the territory covered by the Eastern Union. Your committee feels that New York is also entitled to a substantial reduction.

"After the Atlantic States rates have been adjusted it is the intention of your committee to turn to the Western and Pacific territories and obtain similar concessions for the warehousemen in those sections.

"It speaks well for our industry and for the care with which our warehouses are managed, that, while we store what theoretically should be highly inflammable property, the fire record is so good that the insurance companies have come to look upon our warehouses as an excellent risk, and in many cases we enjoy a special schedule that is more favorable than the ordinary mercantile risk.

"The Eastern Union had great difficulty in checking up the figures submitted by your committee, as many of the warehouses were not properly classified. Your committee would therefore strongly urge, in concluding its report, that the members of the household goods division request their respective rating boards, through their brokers, that they be classified as 'Sole Tenant Fireproof Warehouses for the Storage of Household Goods' in order that they may obtain the special rating for that classification."

MOTOR TRUCK MAXIMS BASED ON EXPERIENCES

SOME maxims based on experiences in the operation of motor trucks in conjunction with the furniture storage business were expressed in a talk before the household goods division by Buell G. Miller, secretary of the Miller North Broad Storage Co., Philadelphia. Some of these maxims are:

"A poor truck in the hands of a good operator is better than a good truck in the hands of a poor operator."

"Statistics show that more failures are caused by lack of sufficient capital than from any other cause. We believe more failures in motor truck operation are due to the installation of too small a chassis than from any other cause."

"A truck is an expensive piece of machinery that must be lubricated and cared for the same as a locomotive or a steam engine; in fact, more is demanded of it than either of the other engines, yet for all that it generally receives the least amount of care."

"A good make of truck of the proper size does not soon wear out. It can be rebuilt and, while the initial cost is more, over a period of time the net cost is much less."

"It should be remembered that city and suburban movings are not as great a strain on a truck as the long distance haul. The owner who expects but the same daily income from a truck doing long distance work as he does from the city or suburban trip is doomed to failure should he concentrate his trucks on long distance hauling."

"The long distance hauling which we do helps us to keep a larger organization for the busy times of the month, which are around the first and fifteenth, and enables us to salvage what would otherwise be idle time, such as the periods

around the thirteenth and twentieth of the month."

"The motor van, when kept in good condition, is one of our best mediums for advertising. We want to frankly state that we hope that we may be able to continue for many years, and until a better method can be provided, the operation of a fleet of motor vans for city, country and for reasonable long distance hauls."

Mr. Miller's paper was entitled "Our Experience Operating Motor Trucks," and he approached the subject by explaining first his object in purchasing his first truck and then building up from that point to his present plan of operation. Comparing his moving charges at the time when he operated a horse van with 360 cubic feet with those obtained on a motor van with 720 cubic feet, he said:

"We were then receiving \$1.00 per mile for the horse van, or a load one-half the size of our motor van; to-day I hear of moving concerns carting a 720 cubic-foot van load at the same rate of \$1.00 per mile, notwithstanding the fact that our costs have been increased considerably during and since the war. Surely the motor van has reduced the price for moving on the long distance haul. This is very much in its favor as a medium of public service, even if it has disappointed the owner in the amount of his profits."

Discussing sizes of trucks operated, Mr. Miller said:

"Any success which we may have had in the operation of motor trucks has been due to the installation of the 5-ton chassis, notwithstanding the fact that most of our competitors question our judgment in doing so. We continued purchasing 5-ton chassis until we had bought eleven. In the meantime we purchased another 2-ton chassis of the same make and three 1½-ton chassis of another make, but nothing in our experience has yet equalled the performance of the 5-ton chassis."

"I want, in justice to a 2-ton unit which we are using, to state that it made a wonderful showing for last year—269 days of operation out of a possible 300."

"I feel I should say just a word about the two new 3½-ton trucks with bodies of 540 cubic foot capacity which we installed last Spring. The bodies may be considered small for the size of the chassis, but we feel we have a reserve of power and a possibility of endurance that will be a saving in the long run. The excess of power enables the chauffeurs to make trips over hilly or mountainous districts in much less time; we find the gasoline consumption no more than in the smaller unit; the tires have not yet been replaced, which makes it impossible to make a comparison in this item of cost, but we believe there will not be a great difference in this item of expense. The chauffeurs are wonderfully well pleased and we are so well satisfied we contemplate the placing of an order for another truck of the same size."

Alluding to the problem, "What Is a Long Distance Haul?" Mr. Miller declared that "long distance hauling, to our way of thinking, is the most speculative part of our business."

LONG DISTANCE MOVING IS ON THE INCREASE

A MULTITUDE of subjects of interest to furniture storage executives in connection with rail transportation and truck transport of household goods was touched upon in the report of the household goods division's transportation committee, of which the chairman is David Bowes, Chicago, vice-president of the Judson Freight Forwarding Co. An interesting phase of this report deals with the subject of long distance hauling by truck. Railroad officials are quoted as admitting that this business is on the increase in many territories, and one official goes so far as to concede that moving goods by truck is cheaper than moving them by rail.

Mr. Bowes explained that shortly after the committee was appointed a circular letter was mailed to the division's members asking for suggestions, and the subjects presented by them are discussed in the committee's report.

Limitation of Pianos Per Car

One member called attention to the arbitrary rule of the carriers in allowing the carload rate to apply on only one piano in each carload of household goods—a ruling placed in effect during the war when the Government operated the roads. A large majority of the carriers have since individually expressed their willingness to return to the old rule of allowing two pianos to each car, the report states, but no relief has been granted.

"Further efforts for the modification of this rule are still under way," the report adds, "but no definite forecast of the result can be made at this time."

Minimum Weight Requirements Per Car

Another member called attention to the application of Rule 34, which provides minimum weights for cars of specified dimensions. Regarding this the report says:

"In a great many cases it is practically impossible to load household goods of sufficient weight in cars of the prescribed sizes. This rule is universally admitted to be an unfair one. The minimum weights demanded are only realized when goods are stowed in a car by warehousemen or other expert handlers of household goods. Experience has demonstrated and railroad men will privately admit that the ordinary railroad car loaders cannot and do not load their own cars to anything approximating the requirements which are exacted of shippers under this rule. It has been frequently shown that when, for any cause, a transfer of household goods en route has been necessary, the railroad company has been obliged to provide two cars in which to reforward the contents of one car to destination. . . . Whether it will ever be possible to obtain any modification of Rule 34 is doubtful, but perhaps the fact that the railroads are now losing a considerable share of the household goods traffic on account of long distance motor truck

moving may have some consideration in the final determination of this matter."

Rate Spreads

The report continues:

"Another suggestion for investigation and possible action is the inadequate spread between the carload and less-than-carload rates in official and Southern classification territories. This is another desideratum which the committee would especially like to secure for all interested. Frequent efforts in past years have failed to secure any consideration from the railroads in the Eastern or Southern territories.

"We have been informed that one of the reasons advanced by lines in official classification territory against a lower carload rate is that the large amount of claims for damages on household goods shipments will not justify a reduction in the carload rate. If better loading of carload freight could be accomplished and claims greatly reduced it is believed that there would be a reasonable chance to secure the third class rate on household goods in carload lots.

"The situation in Southern territory is pretty well illustrated by stating that not long ago a strong business organization in Florida undertook with the cooperation of the State authorities to bring pressure to bear on the Southern railroads to reduce carload rates for the purpose of inducing immigration to that State, alleging that the rates were proportionately discriminating, when compared with the rates to the Pacific Coast. But nothing was accomplished. An inquiry or two recently made has satisfied the committee that there is little to hope for at the present time.

Railroad Regulation

"Parenthetically it might not be out of place to mention a fact which is pretty well known and realized by the shipping public, namely, that the baneful effect of both State and Federal laws for railroad regulation, and which received such a tremendous impetus under Governmental operation during the war, has placed the railroads in a position where they cannot grant relief from odious and onerous rules even when they might be willing to do so. Not out of sympathy for the railroads, but purely as a business proposition, and for the common welfare we might well ask the question: Is this a desirable condition?"

Packing Requirements

Alluding to the pamphlet "How to Pack and Mark Goods for Shipment" which the committee last April sent to each member, the report emphasizes the co-operative attitude of the American Railway Association and states that the latter organization intends to carry on its campaign for better packing and had been assured that household goods warehousemen would assist.

Prepayment of Charges

A Texas member called attention to a recent ruling by the carriers in his ter-

ritory that they will accept shipments of household goods on guarantee of payment of charges by the shipping warehouseman only when goods are consigned to points on their own lines, but that charges must be prepaid when consigned to points on connecting roads. The report says on this situation:

"The underlying rule in all territories is that the charges on household goods must be prepaid, but there is a provision in Section 2 of Rule 9 of Consolidated Classification that 'freight on which payment is required may, on approval of the general freight department of the carrier with which the freight originates, be forwarded on the guarantee of the shipper that all charges will be paid at destination.'

"Reply was made to this inquiry that this was a matter to be determined between the individual shipping warehouseman and the railroad with which he is in direct contact."

Long Distance Moving

The committee reported that it had taken up with various railroads the effect, on them, of motor truck service. Following are excerpts which the report presents, quoted from replies received from carriers:

From a western line: "Based upon our observation we do not at this time feel keenly motor truck competition for the reason that the measure of income necessary to maintain service must be materially greater than our freight rates. At the same time they hold out some inducement to patrons, especially with respect to quick service, but in our opinion it would be a long time before they take their place in our territory, at least so far as long distance hauls are concerned. And when they do, they must be placed under the jurisdiction of proper regulating tribunals, either State or Federal, or both, whereby they can operate only as common carriers, with their responsibility and schedules properly supervised."

From an eastern line extending from Chicago and St. Paul to the Atlantic seaboard: "The subject you mention is a very broad and comprehensive one, but is one which I am sorry to say has not yet been fully covered by any reliable statistics, as far as I can ascertain. I have attended various meetings over the country from time to time, at which this subject was brought up for discussion, but nobody seems to have compiled any statistics as to amount of tonnage the long distance trucks are handling, nor what rates they are charging, etc.

"Personally I believe that long distance trucking is on the increase, certainly so in densely settled communities where the density of traffic is heavy. For instance, the territory between New York and Philadelphia, Baltimore and Washington. I know of a certainty that there are many trucking concerns in these cities who transport merchandise, household goods and various other commodities between the cities mentioned. However, I never saw any scale of rates used by them, and it is my judgment that

they have no fixed scale of rates, but contract the freight on best terms they can make.

"Personally I lean to the belief that these trucking concerns can transport such L. C. L. traffic as they do probably at less expense, and with more profit to themselves, than the railroads can make out of the transaction, due to the fact that the trucker picks up his merchandise or household goods at point of shipment, loads it once into his truck, transports it to destination and unloads only once, rather than through freight depots, warehouses, etc., whereas the carrier has to perform the loading from the warehouse into a box car, transport, unload at terminal warehouse and re-deliver by small truck to actual consignee. All this involves considerable labor and overhead cost at Labor Board wages, whereas the small trucker is subject to no such rules and provisions."

The general freight agent of a western line operating between Chicago and California reported to the committee that outside of the Pacific Coast territory, where the truck is "quite a factor," his line is "not seriously affected." This agent quotes his Cleveland representative as follows:

"The transportation difficulties of the manufacturer are gradually bringing back into use the war-time truck and hauled freight hundreds of miles from mill to factory or warehouse. Hundreds of trucks are in daily use moving materials of every kind between Cleveland, Youngstown, Akron, Toledo, Detroit, Pittsburgh and even Buffalo. Transportation expense is apparently not being considered a serious handicap to the manufacturers who want materials on supplies against orders for goods."

One of the largest of the Southern lines reported to the committee that motor trucks were handling considerable tonnage for short distances but not noticeably for long distances. A big western line wrote that the truck proposition was "growing everywhere"; that truck companies are organizing in all parts of the country and "taking away from the railroads a very large proportion of the short hauls and even a considerable share of the long haul traffic covering trips of 100 to 150 miles hauling live stock and other commodities." Another Southern carrier wrote:

"If motor trucks can operate more economically and effectively than railroads in handling either short or long haul traffic, they should, of course, be permitted to do so, but our observation has been that they do not take proper account of depreciation in their equipment, nor have they been forced to pay for their share of the expense of the roadways built by heavy tax on farm lands, railroads and country improvements generally. Good roads are a good thing for furniture, manufacturers and dealers, for they mean better farms and better farm homes. The farmer cannot buy better furniture, however, if his per acre road tax keeps on piling up on him at the rate it has the past few years."

And a Western carrier wrote this frank letter:

"We know in a general way that

household goods are being shipped by motor trucks for short hauls, and that the radius covered is being extended each year. The above competition is impossible to overcome, particularly under the present conditions, for the reason that the packing of household goods and moving to and from the depots cost practically as much as the entire service via motor truck, without considering the rail transportation costs and question of service."

The committee's report concludes:

"In practically all of the communications received from the railways they have laid stress upon several points which they believe the motor truck organizations and those individuals who are figuring on long distance hauling have not fully realized, namely:

"Insufficient allowance for depreciation.

"Insufficient time of operation to determine cost of operation.

"The growth of claims that will follow the growth of business as the industry assumes the appearance of prosperity.

"The increase in costs of licenses and road taxes, the latter particularly.

"And finally, the regulation of rates and the enforcement of rules by State and Federal laws which is doubtless inevitable.

Railroad Facilities

"In reply to questions put to railroad officials as to what they might be able to do in the way of providing any means for better protection of household goods, we were unable to elicit any promises. They only had to suggest better packing. For improved service in the handling of L. C. L. shipments of various kinds, one large Eastern line has introduced a new type of conveyance known as the 'container car.' Each car carries six containers which, it is claimed, on account of their construction and method of loading, are made proof against pilferage en route, with the chances of damage to contents reduced to a minimum. So far as the committee has been able to learn, however, this special form of equipment, while practicable and efficient in the handling of many lines of package merchandise, is not adapted for general use in the transportation of household goods."

CONGRESS IS DECLARED HOSTILE TO BUSINESS

THE need of a "legislative moratorium" was urged by Walter B. Brown, editor of the *New York Commercial*, in a talk in the closing moments of the A. W. A. meeting.

The most important consideration before business men at this time, Mr. Brown, said, was "the menace of interference by Government in business." Conceding that President Harding and his Cabinet were anxious to take Government out of business, Mr. Brown declared that both the Federal Trade Commission and Congress were display-

ing much hostility toward big business.

"Big business is supposed to be a crime," he said. "If that attitude is continued, where is the growth of our country to come in? It is a sad commentary on the state of affairs when business is going to regard the meeting of the new Congress as a menace. There should be a legislative moratorium.

"I suggest that you warehousemen realize that you are representative of the business men of America and that you keep an eye on Congress, and that you let the Government at Washington know what you want."

Mr. Brown, who was present during several days of the convention, told the delegates he was impressed with the seriousness of the work they were doing within their industry.

PERFECT YOUR SERVICE, NEWTON D. BAKER URGES

THE world's leading warehouseman has been Newton D. Baker, who was Secretary of War under President Wilson and who is now president of the Cleveland Chamber of Commerce.

Mr. Baker said so himself in his address welcoming the A. W. A. delegates to the Ohio city. He based his claim on his statistics to the effect that if all the warehouses he put up for the Government, at home and abroad, during the war were placed end to end they would stretch 100 miles. "Those installations, in magnitude," he declared, "make those responsible the greatest warehousemen in the world."

Stressing the responsibility "implied by the service the warehouseman renders," Mr. Baker continued:

"Were it not for the warehouse and storage idea, the major part of the human race would live in the torrid zone. Discontinuance of the warehouse business would entail a change in our civilization. Warehousing is one of the greatest fundamental businesses in modern civilization.

"One word of advice: make no combinations, make no associations, make no rules for common guidance, which do not have as a basis the idea of perfecting the service which you are in business to render."

In Memoriam

On display in the convention room was the memorial—a set of engrossed resolutions—which is to be presented to the widow and daughter of the late Albert M. Read of Washington, D. C., who was the "father of the uniform warehouse receipts Act" and for many years chairman of the association's legislative committee, as well as having once been president.

W. E. Halm, New York, now chairman of the legislative committee, in his report paid a tribute to Mr. Read.

On motion by Wil H. Douglas, New Orleans, a resolution was adopted in memory of sixteen members who have died during the past year.

OPENING WEDGES INTO DUN'S AND BRADSTREET'S

THE progress which the association has made in obtaining financial ratings for its members was disclosed by William E. Halm, New York, in his report as chairman of the committee on banks and warehouses.

R. G. Dun & Co. have agreed to list such warehousemen as apply to be rated, Mr. Halm said, while Bradstreet's had promised to list those New York warehousemen regarding whom enough inquiries might be received. The committee believed this action by Bradstreet's might serve as a precedent for other cities. Another expected precedent, Mr. Halm thought, was a plan by the New York banks to prepare a "Blue List" or "Who's Who" in which warehousemen might be listed.

Commenting on this situation, President Morse said the discrimination, as to non-ratings, had been very unfair to warehousemen, as users of warehouses were entitled to refer to the Dun and Bradstreet books with the expectation of getting information as to the standing of warehouse companies.

Alluding to the recommendation of the St. Louis convention a year ago, that the banks and warehouses committee prepare a pamphlet, for bankers, containing warehousing information, Mr. Halm reported that some material had been compiled but that the subject was one which required more detailed study than had been anticipated. He said the committee planned to continue its work.

Invitations for 1923

President Morse announced toward the close of the convention that invitations for the 1923 convention had been received from Atlantic City, Buffalo, Chicago, Cincinnati, Columbus, Dallas, Jacksonville, Louisville, New Orleans, New York City, Richmond, Va., San Francisco and West Baden, Ind.

As is customary, the selection will lie in the hands of the directors. In this connection the by-laws were amended so that hereafter the directors may designate also the date. Heretofore the by-laws have specified the month of December.

By placing the new power in the directors' hand it will be possible for a time in January be fixed, if desirable, so that A. W. A. members who are members also of the National Furniture Warehousemen's Association may be enabled to attend both conventions without making separate long-distance trips from their home cities.

Associated Memberships

The by-laws were amended so that the directors are empowered to bestow associate memberships upon persons who, not in the warehouse business, have been of signal service to the industry in various ways. Each associate member shall pay a membership fee of \$5 but shall not have the right to vote.

MORSE REVIEWS THE ACTIVITIES OF 1922

W. W. MORSE in his address as president reviewed the association's activities of the past year, including the relations established with the Department of Commerce, Congress, Department of Agriculture, Chamber of Commerce of the United States, Burns Detective Agency, etc. He referred to the organizing of State associations in Missouri and Connecticut, and announced, regarding funds:

"As a result of the remarkable care and foresight exercised by the budget committee, in determining the amount of the dues of the members for the year 1922, I am happy to tell you that the dues for the current year have met our expenses and also the deficit of \$2,000 carried over from the last year, and we come to the close of the year 1922 with our treasury on a practically even balance."

Alluding to the rate situation Mr. Morse said:

"Another of the problems which has been with us throughout the year has been the insistent demand from all over the country for a reduction in storage and handling rates. This demand of course arises from the falling prices of commodities which have continued during the first six months of the present year. The owners and dealers in commodities being the patrons of the warehouses, and seeing falling prices for the goods handled by them, naturally believed that the warehouseman's charges should also be diminished in proportionate ratio.

"While there is no warehouseman who would not be very glad if it were possible, to meet these demands to the fullest extent, there is involved in the proposition the wide difference between the prices for commodities and the prices for service. The warehouseman is not dealing in commodities, but in service. His business is more to be compared with that of the proprietor of an office building or apartment house or hotel, than with that of a manufacturer or jobber.

"It is well known that prices of labor have diminished very little during the past year, while rentals and insurance premiums have been either stationary or manifesting a tendency to rise, and taxes have in many instances nearly doubled. The result has been that the warehouseman has been placed in a very difficult position with the insistent demand upon him for a lowered scale of charges and no reduction in his costs on which his charges are based. The warehouseman finds himself facing a demand that he shall name prices commensurate with those prevailing in 1917, although actual expenses of most large establishments, as shown by the Domestic Distribution Department of the Chamber of Commerce of the United States, have increased as follows: rent 20 per cent, taxes 37 per cent, light and heat 40 per cent, insurance 20 per cent.

"The year has brought a new development, which has not been seen before, in the sudden activities of various or-

ganizations formed to solicit business for the warehousemen on a percentage basis. This matter was made the subject of very animated discussions at the mid-Summer meeting of the Central Warehousemen's Club at Denver, July 17, 18, 19 of this year, and has been much discussed at most of the State and regional warehouse meetings held since then. It is a matter which is still under consideration and no unanimous conclusions have yet been arrived at by our industry in regard to it."

Mr. Morse commented that "our old friend, the forged bill of lading crook, is still at large," adding:

"During the year several warehousemen have reported more or less successful demands to induce them to advance money or to cash checks for persons presenting forged bills of lading covering apparently valuable shipments of goods, on the prospect of getting the goods for storage. This game has now been worked so many times that practically all warehousemen of the country are familiar with the scheme and are on their guard against being swindled in this manner."

WIDER RATE SPREAD IS URGED IN RESOLUTION

AT the suggestion of the rates and regulations section—Roy C. Griswold, Chicago, chairman—of the committee on railroads and steamships, a resolution was adopted deprecating the rate policy of some of the railroads in encouraging less than carload traffic and urging the carriers to discontinue this "fallacious practice." The resolution requests the Interstate Commerce Commission to take action to that end. Copies will be sent to the I. C. C., the railroads, the Domestic Distribution Department of the Chamber of Commerce of the United States, and to various associations.

Mr. Griswold cited the shoe situation as an example of how warehousemen are losing potential business. The carload and less than carload rate are the same on shoes.

Alluding to the brief on the l. c. l. subject prepared some months ago by William J. Buchanan of Griswold & Walker, Inc., Chicago, and published in the May, 1922, issue of *Distributing & Warehousing*. Mr. Griswold in his formal report said that seven of the ten members of the I. C. C., with which the brief was filed, had acknowledged receipt of the document and that one member, Commissioner Esch, had declared the suggestions worthy of careful consideration and would be brought to the attention of the Commission's efficiency committee.

To Restore "Bulletin"

The new board of directors voted to restore the association's monthly *Bulletin*, publication of which was some months ago discontinued in favor of periodical "clip sheets."

DEPT. OF AGRICULTURE FRIENDLY TO INDUSTRY

SOONER or later, whether the warehouse industry wishes it or not, cold storage men will find themselves subject to regulation by Federal statute, H. S. Yohe, in charge, Administration U. S. Warehouse Act, U. S. Department of Agriculture, told the cold storage men.

When that time comes, Mr. Yohe assured the delegates, if the Federal legislation should place the Department of Agriculture in charge of administration, the cold storage industry would find that Department undoubtedly manifesting the same friendly attitude that it has in the past in its relations with the trade—that the Department would endeavor to administer the law with view to correcting what might be looked upon as bad business practices, to improving the trade itself, and to protecting the interests of the public.

In other words, Mr. Yohe said, the cold storage industry might look with no particular concern at such legislation and upon the Department of Agriculture's administration of it, but with the feeling that the Department would administer such a measure in exactly the same friendly and helpful spirit as it has undertaken and administered other regulatory legislation entrusted to it.

Talking on the subject "Our Relations With the Cold Storage Warehouseman," Mr. Yohe sought to stress this attitude of friendliness on the part of the Department of Agriculture. The relations have always been friendly, he declared, a spirit of mutual cooperation and service existing. Summarized, the Washington official said:

"No better proof of that spirit can be found than by reviewing the various reports of cold storage holdings as those reports are issued by the Department each month. Without force of law the members of the cold storage association furnish the Department the necessary data, and without requirement of the law but in the interest of the public and the cold storage industry, the Department undertook the work.

"From time to time as that service came to be understood it has been made more nearly complete and accurate, due largely to the more thorough cooperation on the part of the industry. The trade has come to appreciate the value of these reports more keenly, and with that keener appreciation the members of the trade have submitted more nearly complete data more promptly.

"These reports have been issued in two series: first, a preliminary report covering butter, cheese and eggs, which is issued the fifth of each month; and second, a final report, issued about the twentieth of each month, which includes the data on butter, cheese and eggs and a great many other articles as well.

"It is the desire of the Department to issue the final report earlier in the month. It is quite apparent that with complete cooperation on the part of the trade this report can be issued by the middle of each month, and therefore cooperation with the industry is desired.

"Another sphere in which the Department can render service to the industry as well as to the public exists in the so-called market inspection of perishable foods law, which originally provided for enabling the Secretary of Agriculture 'to investigate and certify to shippers and other interested parties the quality and condition of fruits, vegetables, poultry, butter, eggs and other perishable farm products when stored for inter-state shipment, or when received at such important central markets as the Secretary of Agriculture may from time to time designate, or at points which may be conveniently reached therefrom, under such rules and regulations as he may prescribe, including payment of such fees as may be reasonable and as nearly as may be to cover the cost of such service, provided, that certificates issued by authorized agents of the Department shall be received in all Courts of the United States as prima facie evidence of the truth of the statements contained therein.'

"Prior to last year that law provided for making inspections only at certain central markets which the Secretary might designate. Last year it was amended so as to provide for inspection not only at designated central markets but 'at points which may be conveniently reached therefrom.' It would seem that in that law the cold storage industry might find some real service.

"Another phase of service in which the Department might participate with the cold storage industry would be in conducting economic research work. The Bureau of Agricultural Economics is fast organizing its research staff. Such subjects as losses accruing in cold storage due to shrinkage, deterioration, waste and spoilage might well be the subject of investigations with regard to certain products. Profitable periods of storage, and financing of cold storage products, would also seem to afford fields for economic research. There is too little reliable information available on losses which the industry must assume and also too little information with respect as to when it really pays the producer to place his products in cold storage and how long it is profitable to hold them in such storage. Likewise, the field of financing of cold storage products is one which the producer knows little of. In this field of research the department, with the thorough cooperation of the trade, ought to be able to develop some very valuable information which would go a long way, if given proper publicity, to place the public mind in a more friendly attitude."

Mr. Yohe indicated in a general way the difference with respect to the House and Senate bills which are pending, and declared there appears to be, on the part of the public, a feeling which is entirely unjustified with respect to cold storage products.

"That feeling," he said, "seems to be that the cold storage industry is more or less connected with hoarding and profiteering. There is a prejudice in the mind of the public toward cold storage products.

"There is a need for taking action

toward collecting certain economic facts, and facts regarding the effect of cold storage on the food values of products. After these facts have been obtained, there is need for a proper campaign of publicity which would make for dissipating this ungrounded prejudice.

"There is a feeling in some quarters that the cold storage industry itself is opposed to Federal or State legislation. It seems to me that it would be unfortunate should this feeling become current. This department has felt that reasonable legislation designed within the powers of the Federal Government to make it possible for the public to be informed as to the actual facts relating to the principal articles of food which are commonly handled and marketed through cold storage warehouses, is desirable, and that such legislation would be helpful in bringing about uniformity in the various State laws on this subject."

1923 Cost Predictions

Only by keeping himself well informed as to the cost factors which enter into warehousing from year to year may the storage executive safely guide his tariff making, S. G. Spear, treasurer of the Terminal Wharf & Railroad Warehouse Co., said in his "Comment on Cost Today Compared With Previous Years."

While Mr. Spear's paper will be more fully taken up in the February issue of *Distribution & Warehousing*, it may be stated here that he summed up his observations as follows:

"Storage costs will continue at present high levels for the coming year.

"Handling costs will continue at present levels or increase during the coming year.

"These levels do not allow any appreciable additions to the amount of general storage space."

And he added significantly: "Yet the country is growing."

The "Don'ts" of Packing

A series of twenty-four "Don'ts" was offered to the household goods members in a paper on "What Is Proper Packing?" read on behalf of R. T. Blauvelt, president of the Lincoln Storage Warehouses, East Orange, N. J., who was unable to attend the convention.

Mr. Blauvelt's text, designed to suggest to warehousemen how they might avoid mistakes at times costly to them, will be published in full in the February issue of *Distribution & Warehousing*.

1923 Budget

Roy C. Griswold, as chairman of the budget committee, recommended that the association's income for the new year should be at least \$30,000 and that 70 per cent, or \$21,000, be apportioned to the general fund, 12 per cent to the merchandise division's funds, 10 per cent to the household goods division's funds, and 8 per cent to the cold storage division's funds.

"SECRET OF SUCCESS" IN STORAGE OF FRUIT

APPLES and pears constitute "probably the most important fruits with which we have to deal from the cold storage point of view," J. R. Magness, Plant Physiologist in the office of Horticultural and Pomological Investigations, U. S. Department of Agriculture, told the cold storage members.

After reviewing the changes which occur in these fruits before and after picking, Mr. Magness discussed his subject from the viewpoints of "Temperature of Storage," "Humidity of Storage," and "Ventilation." He indicated some of the Government's methods to modify storage room humidity, adding:

"From a study of conditions prevailing in commercial storages it is questionable if special devices for humidity control are important in fruit storage. The principal difficulty is with wilting, and if that occurs it may be very easily remedied by the simple device of sprinkling the floor or blowing air over moistened baffles. This is especially important if only small lots of a product are in storage in a room."

One question receiving great attention at this time, the Government official said, is the ventilation of cold storage rooms. He commented that very few commercial storages are ventilated with outside air to appreciable degree, adding:

"In the light of such experimental work as has been done it is extremely doubtful if ventilation systems in cold storage plants for fruit storage are to be recommended. It is important that storage costs be kept as low as possible, and until a real advantage in ventilation has been definitely established the wisdom of such increased expense is to be questioned."

Mr. Magness said that "the secret of success" in cold storage of apples and pears may be summarized as follows:

"The fruit must be picked when in the right condition, particularly when not too green. The green side should be showing a decided tinge of yellow when the fruit is removed from the tree, then it should be removed as quickly as possible to storage, held at temperatures of 30 to 32 deg. Fahr., with sufficient moisture in the air to prevent shriveling and with sufficient circulation in the rooms to give a uniform cooling throughout the whole body of the stored fruit.

"These conditions are only partially within the control of the cold storage manager, but if followed they will result in as high quality of fruit as it is possible to secure commensurate with the time the fruit is held in storage.

"The quality, aroma, and appearance of fruit upon removal from storage will vary largely with the length of time in storage, if the above provisions are followed. Long storage terms for fruit always result in poorer flavor and less aroma, but by keeping the temperature low and even, and by maintaining sufficient humidity to prevent wilting the storage man can make the closest approach to fresh fruit quality."

TWO BITS

Vol. III. No. 7

A Bit Here, A Bit There

Gotham, January, 1923

Rectification

WE hate to make mistakes in our sterling publication called *Two Bits* but errors do warp themselves in now & then, & yet we are always ready to rectify where & when rectification is possible.

In the Dec. issue of *Two Bits* we published a photo of some phish caught & hanged by Hez ("Duke Cornwallis") Cornwall, the Salt Lake City storager, & we gave what we believed to be the correct name of the phish, mentioning from left to right as is the customary method in photo captions. It seems, however, that a serious mistake was committed to which Hez properly calls attention:

"Just received copy of December *Two Bits* & note it contains some considerable free advertising (?). I want to thank you very much for your aptness in naming the phish. All the names are correct except 'Haig & Haig.' The correct names of the last two are 'Moon' & 'Shine.'"

We explained in Dec. *Two Bits* that we did not accept Hez's invite to visit his piscatorial estate in Utah on a/c Julian Chase, Bus. Mgr. of *Two Bits*, would not, we knew, OK our expense a/c & also because Hez made no offer to prepay our trainfare.

"Well," is Hez's retort, "I was certainly sorry to learn the real reason for your failing to accept my invitation. Had I known the truth, we could have arranged to take up a collection to defray your expense or borrow a uniform from the Pullman Co. You missed a wonderful trip, & the phish also missed considerable by not having the opportunity of seeing you."

We suspect that Hez is just a little bit gibré.

News Items

An elegant frosted fruit cake reached *Two Bits's* domain just ere Xmas dawned brightly. We been reading a lot these days about poisoned candy & cake being sent thru the mails & we was a bit suspicious until we learned that the frosted cake was sent us by Floyd Bateman, the N. F. W. A. prexy, whereupon we took a chance & ate some of the cake, & we can report that our confidence in Floyd was not misplaced & there was no poison in the cake so far as we knew. Floyd's co's name, the Trans-Continental Freight Co., was plastered in frosted letters across the top of the cake but we will not mention that here on a/c Floyd should pay advt. rates if he expects to

get his co.'s name, the Trans-Continental Freight Co., in *Two-Bits*.

Barrett Gilbert, the Gotham storager, has gifted us with a refiller for the desk pad he Xmased us with a yr ago, with gold edges.

Bob Young, the Savannah storager, got a busted shoulder of late, our Ga. scout reports as how, & Bob was unable to attend the Cleveland convention on that a/c.

S. J. Beauchamp, the Little Rock storager, has got a job as his village's treasurer, our Ark. scout reports as how, & Xmas was easily negotiated at the Beauchamp domicile.

Acknowledgments

UP to the time of this current Jan. 1923 issue of *Two Bits* hurrying to press, *Two Bits* has recvd calendars from Campbell Stores, Hoboken; Grodick Transf. & Stge Co., Atchison; Joe Hodges Transf. & Stge Co., Tulsa; N. Y. Dock Co., Gotham; & Park Stge Whse Co., Camden. Each calendar has got 12 mos. in it.

Xmas & New Yr's greetings was recvd from J. B. Baillargeon, prexy of the Canadian stgemen's assoc.; Boulton's Stge, Winnipeg, Can.; Bill Buchanan, the Chicago storager, & better ½; Carnahan's Trnsf. & Stge, Alexandria, La.; Lee Cotter, the Ohio storager; George E. Dewey & Co., the Hartford storagers; Roy Eastman, the Cleveland sales expert; Elmer Erickson, the Chicago storager; Col. Phil Gerhardt, the Gotham storager; Gilbert Stge Co., the Gotham storagers; Alt Greeley, the Cleveland storager; Sid Green, the Petersburg storager (Sid got his mailing list mixed & set us 2); Harragan's Stge Whse Co., the Brooklyn storagers; Kedney Whse Co., the Minneapolis storagers; Bill Leet, the Chicago stge business-getter, & better ½; Lincoln Fireproof Stge Co., the Kansas City storagers; Geo. S. Lovejoy, the Boston storager; Herb McEwen, the 'Frisco storager, & better ½; Lou Myers, the Boston storager; Charlie Milbauer, the Gotham freightsender; Frank Rochambeau, the Am'n Chain exec. sec., of Gotham—& last, but far being least, Miss H. E. S., the Kansas City Office Kitten & convention-attender.

Les Carroll & better ½ of Detroit also sent us a holiday card but Les is not in the stge business, he is only an advt.-seller for *Distribution & Warehousing*, a rival publication of *Two Bits*.

Our Verse Dept.

LAST mo. we published an elegant poem about the "sporty old boy of Llai Llai," Chile, contributed by our sporty old brother in South America. Scarcely had *Two Bits* reached its subscribers when one of them, yclept B. Ottledin Bond of Chicago, came right back at us with the following:

Un Americano en Llai Llai
Tien' perro qui'n dice: "Kai-yai!"
Las nuevas que hay
You can stick in your eye.
Vamos, senor, jugar jai-alai!
(Is this sufficiently stile
To warrant the postage to Chile?)

We showed the above offering to Lew Chauvis, *Two Bits's* regular Spanish translator, & Lew tells us that Senor Bond's atrocity may be interpreted to wit, as follows:

An American guy in Llai Llai
Has a canine that barks "Ki-yi!"
The news you have
You can stick in your eye.
Come on, boy, let's play basketball!

Looks like our poem dept. is getting foolish. Next mo. we are going to publish another one of our own bits of rhyme in serious vein. In our spare moments we are lugubriously unhappy unless we are tinkering away at a bit of verse even though the best magazines in America continue to turn it down.

News Items

Thos. Witters, the Baltimore storager, has returned to his desk, which he was absent from on a/c of inclemency of health, our Md. scout reports as how.

Isadore Schulman, our blue-eyed office hustler, requests we announce that he is dyeing his hair magenta in order he might be more distinguished looking.

W. P. Dekker, the St. Louis storager & convention-goer, writes "notice the bum pencil you were using at Cleveland so I am sending you a good one," which it may or not be, as the case may be, on a/c it did not arrive.

Frank Jones, the Grand Rapids storager, owes about 65 cts to us on a/c he neglected to pay his share of a taxi fare at the Cleveland convention. With 10 cts added toward the tip, that makes 75 cts in all & we doubt whether we ever get it back.

To Appeal Taxation Problem to Department of Commerce

Story of Third Annual Convention of National Distributors' Association at Cleveland

By KENT B. STILES

SOME of the larger problems with which the industrial traffic manager is confronted in his daily job of routing goods from factory to retailer by way of the public warehouse were attacked at the third annual convention of the National Distributors' Association, held at the Hollenden Hotel, Cleveland, on Dec. 4 and 5. The National Distributors' Association, by the way, is the new name adopted for and by the traffic managers' organization which was formed in Chicago, in 1920, as the Shippers' Warehousing and Distributing Association.

Action was taken at the Cleveland convention on a number of the situations brought up. Briefly, this action was as follows:

1. The problem of taxation, by State, county and municipal authorities, of shippers' stocks in public warehouses will be carried to the Department of Commerce.

2. The American Railway Association will be asked to have the railroads of the country restore records at junction points, the objective being to facilitate, for manufacturers and warehousemen, the tracing of less than carload shipments.

3. The trade relations committee was authorized to present to the American Warehousemen's Association a request for uniformity, by warehousemen, of method of charging for storage of the shippers' goods.

IN addition to adopting resolutions or motions on the foregoing three problems, the association took an important step looking toward expansion during the coming year. It was voted to authorize the president, John Simon, manager branch distribution, Keystone Steel & Wire Co., Peoria, Ill., and the secretary, to arrange with R. O. Eastman, Inc., Cleveland, to establish a research bureau—a clearing house of information for manufacturers who distribute through warehouses. In furtherance of this object, Roy O. Eastman, head of the Eastman company, was elected an N. D. A. director; his organization is the sales representative of two of the N. D. A.'s members, the Citrus Soap Company of California and the Niagara Alkali Co., Niagara Falls, N. Y.

A feature of the N. D. A. meeting was the attendance of a number of warehousemen who came to Cleveland, in advance of the A. W. A. meeting later in the week, purposely to attend the shippers' gathering. Some of these storage executives were on the N. D. A. program, and these and others participated in the discussions of problems of common interest. It was the first time the traffic manager's body had met in the same city and at about the same time as the A. W. A. met, and the benefits of this cooperative arrangement were so obvious that the 1923 convention of the N. D. A. also will be held in conjunction with the A. W. A.

Warehousing's affirmative attitude toward cooperation was emphasized by the fact that the shippers were addressed by W. W. Morse, Minneapolis, president of the A. W. A.; W. I. Ford, Dallas, retiring president of the Central Warehousemen's Club; George Hamley, Minneapolis,

John Simon



Re-elected president of National Distributors' Association at Cleveland convention

lis, the new president of the C. W. C.; A. H. Greeley, Cleveland, president of the American Chain of Warehouses, and other storage executives.

The Department of Commerce and the Chamber of Commerce of the United States were represented by speakers. William A. Durgin, chief of Mr. Hoover's Division of Simplified Practice, told the traffic managers what the N. D. A.'s share will be in the movement to simplify warehouse forms and practices (Mr. Durgin's talk begins on page 26.) Ray S. Davis of the editorial department of the national Chamber, discussed *The*

Nation's Business, the Chamber's mouth-piece.

An outline of the N. D. A. convention follows:

Taxation

Many of the delegates believed the most important step taken was that of the adoption of a resolution to appeal to the Department of Commerce for relief from the burden of taxation of shippers' stocks in warehouses.

It is not clear that Mr. Hoover will have the power to effect this relief, but in view of his policy of undertaking to eliminate wastes, this subject of taxation was placed personally before Mr. Durgin, while he was in Cleveland, by C. G. Yates, traffic manager, Vick Chemical Co., Greensboro, N. C., who is chairman of the N. D. A.'s legislative committee. As Mr. Yates explained in his report before the convention:

"Your committee recommends that this matter be referred to the Department of Commerce of the United States, with the request that they take steps to eliminate this obstruction which is retarding the free flow of interstate commerce.

"That was the thought your committee had before yesterday, at which time we were fortunate in having with us Mr. Durgin of the Department of Commerce. I had a talk with Mr. Durgin and briefly outlined to him the situation. He is in a receptive mood. He is doubtful whether the Department of Commerce has any machinery they could put into action to handle this, but he does say that Mr. Hoover wants to get at problems such as this, and he assured us that if we would take the matter up by letters with Mr. Hoover, he would see that it was given consideration.

"It is a big problem. States' rights are involved. If it is possible to present this to Mr. Hoover with the backing of the shippers and warehousemen it is possible that if the Department of Commerce hasn't any machinery, they can suggest or find means by which they can relieve the situation."

Later in the week Mr. Yates addressed the convention of the A. W. A. on the subject, saying in part:

"I asked Mr. Durgin if this matter came under the Department of Commerce, or could the Department of Commerce, to his knowledge, handle it. I tried to make it very clear that we were not contending that it was in violation of the Interstate Commerce Act, but I told him we did feel that it was retarding the natural channels of interstate commerce."

"Mr. Durgin remarked that Mr. Hoover had made it plain that to any problems that the people of the country had, as to the free interchange of traffic, the Department had an open ear, and that they would, if we saw fit to bring the matter to the attention of the Department, see that it got to the attention of Mr. Hoover. He doubted whether there is a law that would give Mr. Hoover's Department authority to act or to do anything, but this thought occurred to us:

"If Mr. Hoover can see this as some of us see it, possibly it would be a help to you gentlemen, in the States where you have this problem, to let your State authorities know the attitude of the Government."

Mr. Yates' talk at the A. W. A. convention was preceded by one by Mr. Hamley, who urged the doing of "something concrete and tangible so we can fight this thing as an organization" and through united action by the A. W. A. and N. D. A., in order to prevent this method of taxation from spreading all over the United States. Following the talks by Mr. Hamley and Mr. Yates the former moved that the problem be referred to the executive committee "with the request that the matter be submitted to the Department of Commerce and that it be followed with what other action may be necessary."

While it was considered at the N. D. A. convention to be the better part of wisdom not to give publication, in the public prints, to all of the talks and discussions at the N. D. A. and A. W. A. meetings, the N. D. A. voted to do this:

The N. D. A. report by Mr. Yates; the discussion which followed from the floor; Mr. Hamley's talk at the A. W. A. meeting; the ensuing discussion; Mr. Yates' talk at the A. W. A. convention, and the texts of the action taken at both meetings—all these will be published in pamphlet form and distributed among interested shippers and warehousemen for their information and guidance. The N. D. A. will finance the printing of the pamphlet. Included in the pamphlet will be text being prepared by F. D. Campau, general counsel for both the Furniture Manufacturers' Association of Grand Rapids and the N. D. A., on the legal aspects of the situation, dealing with various prevailing laws and with Court decisions.

Something from Mr. Yates' report as to how these taxes were reduced by one shipper is in order:

"One concern in 1920 paid taxes amounting to \$1,868.18; in 1921 the tax was \$1,819.57; in 1922 the tax was \$552.68.

"How was the saving of over \$1,200 brought about? It was done by watching stocks at the different places where assessments were to be made, on a certain date, and there was very little stock

THE ELECTIONS:

OFFICERS and directors for the new fiscal year, beginning Jan. 1, were elected by the National Distributors' Association as follows:

President (re-elected), John Simon, manager, branch distribution, Keystone Steel & Wire Co., Peoria, Ill.

Vice-president, John J. Sinnott, traffic manager, F. F. Dalley Co., Hamilton, Canada.

Secretary (re-elected), Kent B. Stiles, editor, *Distribution & Warehousing*, New York.

Treasurer, C. G. Yates, traffic manager, Vick Chemical Co., Greensboro, N. C.

Directors: H. D. Burnham, vice-president and traffic manager, Central Oil & Gas Stove Co., Gardner, Mass.; R. O. Eastman, president, R. O. Eastman, Inc., Cleveland, representing Citrus Soap Co. of California and Niagara Alkali Co., Niagara Falls, N. Y.; J. B. McFarlane, department sales manager, the J. B. Ford Co., Wyandotte, Mich.; Eugene Wallace, traffic manager, Kellogg Toasted Corn Flake Co., Battle Creek, Mich.

Continuing as directors are Frank E. Jones, representing the Furniture Manufacturers' Association of Grand Rapids, Mich., and H. W. Tilden, traffic manager, Aunt Jemima Mills Co., St. Joseph, Mo.

in the warehouse on that date. Where the amounts were based on an average for the year, the minimum was kept at this point. In other words, the surplus stock is kept at the factory, and the warehouseman is losing the business.

"As to individual cases, in 1920 this same firm paid at one point a tax of \$197.62; in 1922 it paid \$9.88. At another, in 1920 it paid \$282.62; in 1922, \$51. At another point, in 1920 the taxes were \$375.08; in 1921, \$216.30; in 1922, the big sum of 20 cents.

"It is useless to mention the interest of the warehousemen in this. We know that they are feeling the effects of this curtailment for we have received letters from some of them to this effect."

Regarding the second of the three problems mentioned on page 48, restora-

tion, by the railroads, of records at junction points, the detailed story will be found on pages 18 and 19.

Methods of Charging

THE third problem deals with the warehouseman's method of charging for shippers' goods in storage.

"By that, we mean," explained John Simon, manager of branch distribution, Keystone Steel & Wire Co., Peoria, Ill., president of the N. D. A., in introducing this subject, "whether there is a uniform method of charging for storage. As an instance, you receive a carload of goods on the first day of the month and you naturally charge a month's storage. Some warehouses make it a practice to charge a month's storage regardless of when the car is received, whether it is the 1st or 28th or 30th of the month. Other warehouses make it a practice to charge one-half a month's storage for the first month, regardless of the time that the car was received at the warehouse. Others make it a practice to charge for one month's storage from the day it was received to the same day the following month; in other words, if a car was received on the 16th the storage applies to the 16th of the next month.

"So there are three different ways or methods of charging. Is it possible to arrive at some method that would be more nearly uniform, so that where we are doing business with 25 warehouses we would not have to follow 25 ways of computing our storage?"

Discussion by warehousemen and traffic managers showed that nothing approaching uniformity exists. (These discussions will be covered more in detail in the February issue of *Distribution & Warehousing*.) The upshot of the discussions was a suggestion by Mr. Hamley that the N. D. A.'s trade relations committee was the logical committee to handle this situation, and John J. Sinnott, traffic manager, F. F. Dalley Co., Hamilton, Can., so moved, and the motion was carried.

Later in the week Mr. Hamley outlined the situation at the A. W. A. convention, which referred the matter to its simplification committee to handle when the N. D. A. takes the initiative toward effecting uniformity.

Cooperation

THE N. D. A. convention was opened by an address by Miss Lenna V. Wallace, secretary of R. O. Eastman, Inc., On behalf of the Central Warehousemen's Club, Mr. Ford, retiring president, welcomed the traffic managers to the warehousemen's joint meetings. He discussed the "across the desk" relations between shipper and storage executive.

"I might be classed," he said frankly at one point, "personally with those warehousemen who, at first, looked upon the organizing of 'the other side of the desk' with some misgiving. It was feared that comparative notes among you would reveal discrepancies in price and service, which might be misunderstood, for the reason that you might not

go deeply enough into local situations.

"I believe, however, that as years go by a better understanding of one another may be brought about, and that it will be appreciated by your body that the warehouseman must have his 'cost-plus' in order to give service, and the warehouseman will learn of you that your efforts will be of a cooperative nature."

President Simon, in his annual report, stressed the "feeling of cordiality" between the A. W. A. and N. D. A., adding:

"Much of this sentiment has its inception in the close personal ties that are brought about by the cooperation of the N. D. A. and the warehousemen's association, and these ties hold through the binding force of our loyalty to a common cause and to the realization that the success of one is dependent upon the success of the other."

Mr. Simon reviewed the association's activities of the past year and alluding to the standardization situation, declared that "Secretary Hoover recognizes the need of our organization and has placed at our disposal every facility of his Department which will help to accomplish wonderful results in the way of standardization." Mr. Simon suggested the following memorial:

"Resolved, that the National Distributors' Association in convention assembled reaffirms its belief that this organization can perform a service of value to its members and urges every member to devote careful thought to ways and means whereby the association may attract a larger membership, prove instructive and build a quality membership in order that the purposes and aims may be carried to a successful conclusion."

In his report as secretary, Kent B. Stiles, editor of *Distribution & Warehousing*, New York, emphasized the benefit to the warehouse industry of the existence of the N. D. A.

"Warehousing has been the beneficiary," he said, "because the association has brought the men of warehousing into more intimate business contact with the traffic managers whose goods they store and distribute."

"Warehousing has been the beneficiary because that more intimate contact has served to give warehousemen a more enlightened understanding of the distribution problems which traffic managers are up against."

"Warehousing has been the beneficiary because the shippers in turn have been gaining comprehension of the problems which the warehouseman confronts in his daily job of handling the shipper's goods."

"Because the shippers' association was organized, a feeling of tolerance, each for the other's shortcomings, has crept into the business relationship between traffic manager and storage executive. Before that there existed—perhaps not recognized on the surface, but nevertheless distinctly there—an unfriendliness which is not good for business. Through the elimination of that unfriendliness, warehousing has been the beneficiary, as have, too, of course, the manufacturers."

"And so has come about this evolution

in a phase of commerce which Secretary Hoover looks upon as one of the most important businesses in America—that involving distribution of goods from factory to retailer—a business in which public warehousing is more and more coming to play a stellar role in relation to economics."

Mr. Stiles made a plea to the warehouse industry to encourage the growth of the N. D. A., declaring:

"Its growth will result in attracting to the membership roll manufacturers who do not now use warehouses for storage and distribution—and that is a development which will react to your benefit by giving you revenue which you do not today get."

The addresses which followed, by Mr. Hamley on the C. W. C. Rate Guide; by Mr. Durgin on standardization, and by W. Lee Cotter, Mansfield, Ohio, head of the Cotter warehouses of Ohio, are published elsewhere on these pages.

Arbitration

THE details of the settlement—by conciliation instead of resort to legal proceedings—of the controversy between the Aunt Jemima Mills Co., St. Joseph, Mo., an N. D. A. member, and the B. R. P. Warehouse, Rochester, N. Y., an A. W. A. member, were set forth in the report of the trade relations committee, of which H. W. Tilden, traffic manager of the Aunt Jemima company, is chairman.

This dispute, over damage by water to cereals sent to the warehouse by the Aunt Jemima company, was settled "out of court" at a hearing in Chicago, presided over by a disinterested third party, the general counsel of a creamery company, the Aunt Jemima company being awarded 50 per cent of its claim against the warehouse. Both the St. Joseph company and the Rochester warehouse abided by the decision and the former received the warehouseman's check in accordance with that decision.

"I won't say that I was glad the dispute arose, but I was interested in the settlement of it by arbitration—win or lose," Mr. Tilden told the delegates, "and that is the way I put it up to the warehouse involved. It worked out very well. From a strictly selfish point let me say that arbitration of this one dispute is absolutely satisfactory to us. We have paid our dues in the shippers' association for seven or eight years, and that is perhaps one argument that I could offer that we are well satisfied with our membership."

Summing up, Mr. Tilden declared that "that is the way we must go into these things if we are going to make a success of our arbitration. This is an age of arbitration and cooperation."

A more detailed account of this settlement by arbitration will appear in the February issue of *Distribution & Warehousing*.

At an evening session, on Dec. 4, of the shippers exclusively it was voted to change the organization's name. The membership situation was discussed. The termination of the second fiscal year was fixed as of Dec. 31, 1922, instead of

June 16, 1922, and, effective 1923, the annual dues were advanced to \$50, instead of \$25. With the additional money it is purposed to operate the research and information machinery under the supervision of R. O. Eastman, Inc. The report of the retiring treasurer, P. T. MacKie, district freight agent in Baltimore for the American Sugar Refining Co., showed a balance on hand after all bills should be paid.

Mr. Morse on Rates

THE second day's meeting was opened by President Morse of the A. W. A., who declared that the relations existing between the two organizations were "most cordial and friendly," the two working together "most harmoniously and most beneficially." Mr. Morse alluded to the arbitration case and the taxation problem, and concluded by calling attention to the railroad rate situation and its significance parallel with warehousemen's tariffs. He said:

"The traffic executives of the large manufacturers and distributors during the period preceding the war went out for lower rates without mercy. They cared nothing for the welfare of the railroads so long as they got the particular rate which they wanted. If they were able to break down rates on a certain class of merchandise and favor their own particular shipping they felt they had done a splendid day's work."

"And what happened? One traffic manager assailed one item and another traffic manager another, so that in his case considerable pressure was brought to bear on the railroads to lower his rates. Temporarily that seemed to be for the benefit of the manufacturer. He made a bit better profit that year, but see the results. Railroad rates have been broken down to the point where the railroad business is no longer lucrative and the railroads are so short of cars now that you have had to wait sometimes 20, 30 and 60 days to get a boxcar. In my own city the mills have been almost at the point of shutting down on account of the impossibility to get cars to ship freight. The curious situation has come to pass that the millers in Minnesota have paid 5 cents and 10 cents a bushel, loaded, in Eastern cars, because if it were loaded in an eastern line car they could load it, but if loaded in one of our western line cars they could only unload it and wait for a car to ship it out. So, they have been paying this little premium for wheat because it was in the kind of a car they might ship forward."

"That is an illustration of what is happening to the railroads because of the fact that the traffic managers of some industries bore down upon them until their tariffs were broken and they couldn't get enough money to buy the equipment necessary to serve the public."

"Gentlemen, is there not a parallel to that in the case of the warehousemen? The manufacturers and shippers are down on the warehousemen to such an extent we are unable to derive adequate compensation. When we go to our

Third Annual Convention of National Distributors' Association



The meeting was held at the Hollenden Hotel, Cleveland, on Dec. 4 and 5. Arrow points to association's president—elected for third successive time—John Simon, manager of branch distribution, Keystone Steel & Wire Co., Peoria, Ill.

bankers they say, 'Let's see your balance sheet.' And we can only show 1 or 2 per cent, and how are we going to get money to provide greater facilities on such a basis? It can't be done, and so I ask you to think of the situation of the railroads, all of which is very, very unfortunate (and the warehousemen are just little brothers to the railroads), and if it injured the railroads to break down their tariffs where they could no longer make a profit on their business, the same thing will happen if we are not permitted to earn a satisfactory revenue.

"We have our scientific matters and it is all open to you. We have in Minnesota, Illinois, California and Indiana public tariffs filed with the State Railroad Commissions, and any gentleman who wishes can apply and find the rates prevailing, but the manner in which they are made up, and our systems, are not in the dark—nothing is concealed. They are all wide open to you and we are prepared to show you, at any time, why we ask a certain rate, because we must have it in order to pay our expenses and give us a reasonable margin to conduct our business. So, with this word, I am very glad to have been with you to-day and to have had the opportunity to bring these things to your mind, and I hope you will think them over and have a little mercy on the warehousemen."

Responsibility for Shortage

ELSEWHERE on these pages are printed speeches and discussions which followed—on standardization, by Mr. Greeley; pool car distribution by Eugene Wallace, traffic manager of the Kellogg Toasted Corn Flake Co., Battle Creek, Mich.; and carload lot handling costs by S. G. Spear, treasurer of the Terminal Wharf and Railroad Warehouse Co., Boston.

Another problem discussed was "Responsibility for Shortage," placed on the

program at the suggestion of the National Sugar Refining Co., New York. This was discussed at length and will be covered more in detail in the February issue of *Distribution & Warehousing*.

Seaboard's New Address

The Portsmouth office address of the Seaboard Wharf & Warehouse Co. of Norfolk & Portsmouth, Va., was changed, effective Dec. 30, to First and Randolph Streets, it is announced by W. H. M. Reed, secretary. The Portsmouth address which appears in the 1923 Warehouse Directory is First and Wythe Streets. Owners of the Directory should make note of the change.

Louis Curth Dies

Louis Curth, Sr., head of the firm of L. Curth & Sons, warehousemen, of Brooklyn, N. Y., died on Nov. 29 at his Brooklyn home. Born in Germany 87 years ago, he came to this country at the age of 17 and built up one of the largest storing and moving companies in Brooklyn.

Personal

J. H. Cornwall, secretary and manager of the Jennings-Cornwall Warehouse Co., Salt Lake City, Utah, has been elected worshipful master of the Argenta Lodge No. 3, F. & A. M.

Samuel M. Woodson, president of the D. A. Morr Transfer & Storage Co., Kansas City, is now secretary of the Mercantile Trust Co. of that city, and hereafter will devote comparatively little of his time to warehousing affairs. He has long been one of the most widely known storage executives in the country. He has been prominently identified with convention activities and is a former president of the Central Warehousemen's Club.

Cairo Co. Opens at Mounds

The branch warehouse recently opened at Mounds, Ill., by the Cairo Storage & Forwarding Co. of Cairo, Ill., has a capacity of 300 carloads and two track sidings with capacity of 20 cars. According to Ralph A. Swoboda, secretary and treasurer, the building will be used almost exclusively for the handling of sugar, including accounts of the American Sugar Refining Co. and Colonial Sugar Co.

The building will be equipped with portable electric conveyors and pilers, eight floor scales and an electric automatic fire alarm system.

Storage-in-transit arrangements have been established on all rail and water shipments. Much of the sugar business is received on the Mississippi-Warrior Service barges, carrying freight at 20 per cent lower than all-rail rates. The warehouse is located in the Illinois Central yards.

Montreal's Cold Storage Plant

The new cold storage warehouse erected by the Board of Harbor Commissioners at Montreal is now in full working order. Regarding it, J. A. Ruddick, Dairy and Cold Storage Commissioner of the Canadian Department of Agriculture, says:

"It is undoubtedly one of the finest cold storage warehouses on this continent, or on any other continent. The total storage capacity of the plant is 4,615,000 cubic feet, of which 1,565,000 cubic feet is insulated and refrigerated. The building is so constructed that further space may be used for cold storage purposes when required. It is situated on the Harbor railway tracks, and is therefore available to all railway lines entering Montreal."

WITH THE ASSOCIATIONS

Officers and Committee Chairmen of Trade Organizations of the Warehouse Industry Are Invited to Contribute News to This Department

National Furniture Warehousemen's Association

Schaefer Resigns

ANNOUNCEMENT is made of the resignation of W. H. Schaefer as executive secretary of the National Furniture Warehousemen's Association. A significant feature of the correspondence exchanged between Mr. Schaefer and F. L. Bateman, president, on the occasion of the former's retirement, is the indication that Mr. Schaefer purposes to enter the household goods warehouse business and, in time, apply for membership in the National. The former secretary wrote in part:

"As an indication of my growing attachment for my friends in the industry, and of my interest in the industry itself, let me say in closing that it is my hope to some day be a full fledged member of the association."

To which Mr. Bateman replied in part: "I know that your many friends in the ranks of the association will welcome you to the membership should you decide at some future date to identify yourself with the warehouse business."

It is learned that while Mr. Schaefer's immediate plans are a little uncertain there is what he regards as an excellent opening for the establishing of a household goods warehouse at Larchmont, N. Y., in association with his cousin, Fred Beckley, an established business man in Larchmont. Mr. Schaefer is a native of that section of New York.

Mr. Schaefer went to Chicago in 1920 to organize and take charge of the N. F. W. A.'s office, and during the two years he built up a broad contact with the association's members, especially among the smaller companies, and made hundreds of staunch friends. He was peculiarly situated to observe and absorb all phases of the furniture storage business, fitting himself to operate a modern household goods plant as a natural result of his experiences while secretary. If he decides not to establish a warehouse in Larchmont, it is his purpose to make connections with some warehouse company already in business.

Convention Activities

Those in charge of arranging the third semi-annual convention of the National, at the Pennsylvania Hotel in New York on Jan. 16 to 20 inclusive, expect that as many as 500 persons will attend, the

delegates to come from all parts of the United States and Canada.

The Pennsylvania Hotel has set aside an entire wing for members' reservations. All of the railroad passenger associations have agreed to give a return half fare. A special train will be provided by the Pennsylvania Railroad to leave Chicago on Jan. 15, arriving at the Pennsylvania Station in New York on Jan. 16, stopping en route at Valparaiso, Plymouth and Fort Wayne, Ind.; Lima, Mansfield and Canton, Ohio, and Pittsburgh. If sufficient business materializes there will be through cars from Detroit, Cincinnati, Cleveland and Akron, to be attached at Pittsburgh to the special train from Chicago.

The New York Furniture Warehousemen's Association, which will hold its

WILLIAM H. SCHAEFER,



Resigned as executive secretary of N. F. W. A.

twenty-fifth anniversary convention in conjunction with the National's meeting, and the New Jersey Furniture Warehousemen's Association are co-operating in entertainment plans, the New York committee comprising Charles S. Morris, president; William T. Bostwick, secretary, and E. H. Milligan, treasurer. The New York organization will place automobiles at the disposal of the delegates without charge.

The convention program in brief is as follows:

Jan. 16—12.30 p. m., luncheon; 2.30 p. m., anniversary meeting of the New York association; 6.30 p. m., dinner; evening, theater party at the Hippodrome.

Jan. 17—7.30 a. m., breakfast; 10 a. m., opening session of N. F. W. A.; 1 p. m., luncheon; 2 p. m., business session of N. F. W. A.

(Concluded on page 55)

American Warehousemen's Association

Conference on Containers

AN invitation to the American Warehousemen's Association to send representatives to the Washington Conference looking toward simplification of containers, during the week of Jan. 15, has been received by W. W. Morse, Minneapolis, president, from William A. Durgin, Chief of the Division of Simplified Practice, Department of Commerce.

Mr. Morse appointed L. T. Crutcher, Kansas City, chairman of a special committee to attend the conference. Mr. Crutcher selected as his associates Clarence A. Aspinwall, Washington, D. C.; W. Lee Cotter, Mansfield, Ohio; T. E. Witters, Baltimore, and P. L. Gerhardt and A. B. Pouch, New York.

Mr. Durgin's invitation follows:

"At the suggestion of several large manufacturers, the Division of Simplified Practice, under the direction of Mr. Hoover, is taking up the problem of simplification of containers. It is the desire of the Department of Commerce to act as a centralizing agency in bringing producers, distributors and users together and to support the recommendations when they shall mutually agree on simplification to all concerned.

"A conference has been suggested for the week of Jan. 15 to which invitations will be sent to all representative associations and large manufacturers of containers of all kinds. Among those who will be invited are manufacturing associations, packing associations and their representative industries, wholesale distributing agents' associations, retail distributing associations, warehousing associations, railway associations. The consumers' interests will be represented by the Army and Navy, American hotel associations and purchasing agents' associations.

"May we look to your association for support in this national problem, with the hope that we may hear from you at an early date that your organization will be represented?"

Household Goods Tariffs

In answer to an inquiry, David Bowes, Chicago, chairman of the household goods division's transportation committee, states:

"According to the Consolidated Classi-

fication which governs in Official, Southern and Western territories, the rule is stated that charges on shipments of household goods must be prepaid. There would appear to be no option, but as a matter of fact an exception to this rule is that contained in the Trans-Continental Freight Bureau Tariff, in which it is stated that charges on household goods must be prepaid or guaranteed.

"We find also that Rule 9, in Consolidated Freight Classification No. 3, Section 2, reads as follows:

"Freight on which pre-payment is required may on approval of the General Freight Department of the carrier with which the freight originates be forwarded upon the guaranty of the shipper that all charges will be paid at destination, full explanation to be made on the way-bills."

"This rule is carried in a separate part of the Consolidated Freight Classification, and no reference is made to it under the heading 'Household Goods' where ratings are quoted on that commodity, and might therefore be overlooked.

"Thus it appears that exceptions are matters of individual arrangement between the railroad and the shipper."

Central Warehousemen's Club

Annual Meeting

THE Central Warehousemen's Club, at its fifteenth annual convention, held at the Hotel Statler, Cleveland, on Dec. 5, voted down a proposal—tentatively presented by the executive committee in order to have the members' sentiment—to change the name to "Central Warehousemen's Association."

It was the opinion of the members present that the traditions of the club, cherished particularly by the old time warehousemen of the Central West, could best be preserved by retaining the original name.

It was announced that at the 1923 mid-summer meeting a resolution will be presented proposing that the club shall hold only one regular convention each year and that such convention be held in mid-summer at such time and place as the executive committee shall select.

Officers for 1923

During the ensuing year the destiny of the C. W. C. will be in the hands of George Hamley, president of the Colonial Warehouse Co., Minneapolis, and president also of the Minnesota Warehousemen's Association. Mr. Hamley, formerly a C. W. C. president, has for many years been one of the association's most active workers. He succeeds W. I. Ford, Dallas, Tex. Other officers and executive committee members were elected as follows:

Vice-President—George M. McConnell,

president Railway Terminal & Warehouse Co., Chicago.

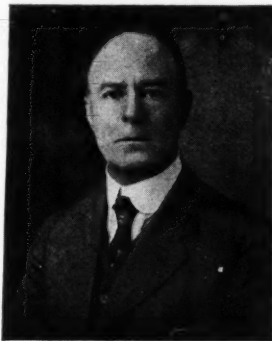
Secretary - Treasurer — George A. Rhame, Minneapolis, who is secretary also of the Minnesota Warehousemen's Association.

Executive Committee—L. C. Abbott, manager Fort Worth Warehouse & Storage Co., Fort Worth, Tex.; Milo W. Bekins, general manager Bekins' Fireproof Storage, Los Angeles; J. H. Cornwall, secretary Jennings-Cornwall Warehouse Co., Salt Lake City; W. Lee Cotter, Mansfield, Ohio, head of the Cotter Warehouses of Ohio; C. C. Daniel, president Central Storage Co., Kansas City; and R. V. Weicker, president Weicker Transfer & Storage Co., Denver. Mr. Hamley and Mr. McConnell are ex-officio members.

New Dues Arrangement

The annual dues will, effective Jan. 1, 1923, be based upon the number of square feet operated—\$25 for less than 50,000, \$30 between 50,000 and 100,000, and \$60

GEORGE HAMLEY,



Elected president of Central Warehousemen's Club

for more than 100,000 square feet.

It was brought out in informal discussion as to business conditions that the low point had been reached in the period of depression experienced by warehousemen during the past year, and that inquiries by new storers seeking suitable space was indicative of better business conditions during 1923. All the members present apparently were optimistic regarding the warehouse business in general during the new year.

President's Suggestions

W. I. Ford in his report as retiring president made three recommendations.

1. He suggested that the committee known as the "brokerage committee" continue its efforts to reach some happy solution of the "commission broker" problem. In this connection it was the sense of the committee that the recommendation be indorsed that the incoming president should either retain the present committee or appoint a new one to go on with the study of this disturbing situation.

2. Mr. Ford suggested that the by-laws be amended to provide ways and means of obtaining sufficient funds for the secretary's office.

3. The retiring president suggested that the mid-summer meeting be recog-

nized as the annual one, with the members attending informally the annual convention of the American Warehousemen's Association, provided that organization selects a more convenient month than December.

Mr. Ford in his report pointed "with justifiable pride to the work of the rate guide committee, for in the result of their efforts in getting out Rate Guide No. 3, we undoubtedly have a 'Warehousemen's Manual' which, if followed by the warehousemen whether old or new in the business, he will be able to conduct his affairs with fairness to his customer and competitor, and with profit to himself."

Mr. Ford put himself on record as being appreciative of the work of the cost-finding committee and urged the members to give every assistance possible to further this important work.

Several changes in the by-laws were adopted, including one to make the vice-president an ex-officio member of the executive committee, which made this recommendation.

Reports

Mr. Rhame in his report as secretary brought out that the membership had increased to 167 companies, with good prospects of further expansion during 1923. In his report as treasurer, he pointed out that the proposed change in the by-laws would not have effect on one-third of the members; that one-third would be required to contribute only \$15 a year more; and that the remaining members could, in his opinion, afford to stand a \$25 increase in the yearly allotment. The Club would then, he said, be placed on a safe financial footing. The report of the auditing committee showed the treasurer's report as to finances to be correct.

Mr. Hamley, as chairman of the cost-finding committee, emphasized the importance of "knowing your costs" and incorporated in his report a strong plea for more intensive work along this line.

The report of the rate guide committee was presented by the chairman, Sidney A. Smith, vice-president of the Currier-Lee Warehouse Co., Chicago. It set forth the features of the new guide No. 3. He announced that the committee's work was not completed, and at his suggestion, the committee was discharged.

Speeches

T. A. Jackson, president of the Jackson Express & Van Co., Chicago, in a talk to the household goods section, brought out that 110 of the club's 167 members are engaged either wholly or in part in furniture storage. According to Mr. Jackson's report "new building projects in furniture warehouse lines seem to have dropped considerably." He added:

"Another year will see the building of homes and apartments practically caught up with requirements, and for a period at least there will be heavy withdrawals from warehouses."

An address by L. C. Abbott, Fort Worth, on "For the Good of the Order," paved the way for expressions of opinion and timely suggestions.

L. T. Crutcher, Kansas City, chairman of the public relations committee, delivered a paper on "Selling the Warehouse Industry to the Warehousemen." Alluding to the national advertising campaign which has been under discussion for some months, Mr. Crutcher said:

"Your committee is now convinced that the question of a national advertising campaign can be very profitably laid away in tissue paper for safe keeping until the warehousemen themselves are thoroughly convinced that they are engaged in a business that is respectable, high class and necessary and, therefore, worth advertising."

Mr. Crutcher reviewed the warehouse industry's activities in connection with the Domestic Distribution Department of the Chamber of Commerce of the United States, the Joint Commission of Agricultural Inquiry, the business library of the Hotel McAlpin in New York, and the Department of Commerce. He concluded:

"Certainly every warehouseman should interest himself in this national discussion of the high cost of distribution. It goes without argument that the cost of distribution is too high and this cost is hurting the manufacturer, the jobber and the retailer and, most of all, the consumer. American business men, despite the marvelous efficiency for which they are famous throughout the world, have been unable to solve the most serious problem facing them to-day—the problem of adequate distribution at an economical cost. Practically every manufacturer is fighting this situation, and instead of improving it becomes graver and more insistent every day. It is not difficult to visualize the part every warehouseman can take in this discussion and its solution. We certainly will have ourselves to blame and no one else, and we certainly will get what we deserve if we refuse to take advantage of the ? / of the times.

The National Viewpoint

"In order to get the national viewpoint, so much desired, and secure the co-operation of every warehouseman in the country, it is going to be necessary to gain the individual attention of the head of each warehouse company. You must get the individual point of view. You must resell yourself every day of the year to the business in which you are engaged. You must let it be understood that you are dissatisfied with what has been done in the past and really want something better. We cannot go ahead with any sort of national advertising until we are all convinced that our business can be vastly increased by individual advertising and effort.

"The work ahead for your committee seems well defined, and some day it is our hope to be able to take out of this tissue paper that the advertising idea is now being carefully wrapped up in Selling the warehousing industry to the warehouseman is our big job. Are you in a receptive mood and ready to sign your name on the dotted line?"

National Distributors' Association

The Transportation Machine

TO the members of the National Distributors' Association, L. D. Snow, traffic manager of the Lever Brothers Company, Cambridge, Mass., calls attention to the following, quoted from a speech by Donald D. Conn, manager of the public relations section of the car service division of the American Railway Association, at a recent meeting of the Traffic Club of New England.

"We find that in spite of the need for the expansion of our railroad facilities, there are groups in this country who are insisting upon further drastic reductions in rates. The prime interest of the agricultural producers and other shippers in respect to transportation is the adequacy and efficiency of the transportation facilities which serve them. Good prices in the markets for agricultural products will do nothing for the producer who is unable to get his products into the markets of the world, but must leave them on the farm.

Two Factors

"There are two distinct factors of our present situation which demand public recognition and support:

"(1) the necessity for the enlargement of the transportation machine of the country to the place where its development will again keep apace with and, preferably precede that of agriculture and industry, and—

"(2) the necessity for more efficient methods of distribution of the production of the country.

"It is apparent to everyone who has studied the development of the railroads that the machine must be expanded. Whatever may be the cause, it is a fact that the average annual increase in the number of freight cars and locomotives has constantly fallen off since 1900. For the seven year period ending 1907 the annual increase in freight cars amounted to 90,000, while for the seven year period ending 1914 it was only 50,000, and for the seven year period ending 1921 it was 6000. As for locomotives it was for the periods respectively, 2500, 1500 and 275.

Transportation Increase

"It is interesting to note that in spite of the proportionate decrease in physical expansion the efficiency of rail transportation has constantly increased. In 1890 the railroads hauled 983 tons of freight and 163 passengers one mile for every hundred dollars invested in physical property. At the present time it is approximately 2100 tons and 239 passengers per mile.

"In spite of this situation, however, we have just passed through a fall period of peak traffic where rail transportation,

because of the limit of the machine, and accentuated by the effects of the shop strike, has been unable to meet the full demands of the public.

"Because of the demand of Government for the tremendous movement of coal, which has been met by the railroads, together with the fact that from 25 to 30 per cent of the motive power has been out of commission, on account of the shopmen's strike, it has manifestly not been possible to move all of the business offered the railroads at one time. However, in spite of fewer engines and fewer cars in good repair, the railroads have handled within one and one-half per cent of the peak loading for any fall period in the history of the country, and at the present time the car loadings exceed the corresponding periods for 1920 and 1921.

Car Shortage

"Nevertheless, agriculture and industry have been short of cars. This does not mean cars alone, but in reality it means a shortage of all kinds of railway facilities including locomotives, passing tracks and terminal facilities, as well as freight cars. We need leaders in agriculture and industry who will tell their people the truth concerning the railroads of the country, and who will permit transportation to acquire the monies necessary to rehabilitate the machine, and develop it to meet the demands of the country.

"One of the immediate needs, which can be met by producers and shippers, is to provide sufficient storage capacity for the product which is produced, or the raw material which is consumed, and by the readjustment of wasteful trade units which will enable the freight cars to be loaded to capacity, and the railroads recognize that they can help by transporting cars with quicker dispatch.

"It is a significant thing that there is at all times an average of 20,596,385 tons of freight constantly in transit, valued at \$1,503,536,105. If the shipper can save one day in the loading or unloading of the car, and the railroad can save one day in its transportation, it will reduce the interest charge against the goods constantly in transit by \$18,042,000 annually.

In the Future

"We realize that in the coming years our transportation machine entrusted with this great responsibility, may undergo many changes, and certainly it must be augmented, and that the greatest cure for all of our present troubles is the element of time, and if this factor is allowed to function, supported by public recognition that the railroads must have money enough to develop, at least, in proportion with agriculture and industry, we will find that we have successfully come through our post-war dislocations in transportation, and into a permanent and better industrial and social existence."



Delegates who attended the fifth annual convention of the Indiana Transfer and Warehousemen's Association, at Indianapolis on Nov. 25. An account of the meeting appeared in the December DISTRIBUTION & WAREHOUSING

Ohio Warehousemen's Association

Cleveland Meeting

OHIO storage executives, meeting at Cleveland on the occasion of the December conventions of various national organizations, adopted a new name, Ohio Warehousemen's Association, in place of what was known as the Ohio Warehouse and Transportation Association.

The yearly meeting will be held at Columbus on Jan. 9 in conjunction with the third annual convention of the Ohio Association of Commercial Haulers, of which a number of the warehousemen are members. The officers and directors of the warehousemen's body are:

President, Edward Wuichet, president Union Storage Co., Dayton; vice-president, W. Lee Cotter, Mansfield, head of the Cotter warehouses of Ohio; secretary, F. C. Hackett, president Toledo Terminal Warehouse Co.; treasurer A. W. Neal, president Neal Fireproof Storage Co., Cleveland. Directors, the foregoing and A. H. Greely, president General Storage Co., Cleveland; N. J. Cummins, treasurer Cummins Storage Co., Canton; and W. E. Hague, president Merchandise Storage Co., Columbus.

Ohio Association of Commercial Haulers

Program of Yearly Convention

THE relations between inter-city and local commercial haulers will be a subject of debate at the third annual meeting of the Ohio Association of Commercial Haulers, to be held at Deshler Hotel, Columbus, on Jan. 8, 9 and 10. The convention will be attended by many Ohio warehousemen.

The debate on commercial hauling will be between two storage executives—R. B. Haynes, head of the Newark Warehouse & Storage Co., Newark, and S. A. Sted, manager of the General Storage

Co., Cleveland. Mr. Haynes will represent the interests of the inter-city haulers and Mr. Sted will talk from the viewpoint of the local haulers.

James J. Thomas, mayor of Columbus, will deliver the address of welcome, and a response will be made by the association's president, N. J. Cummins, treasurer of the Cummins Storage Co., Canton. Addresses will include one by J. X. Galvin, Chicago, president of the National Team and Motor Truck Owners' Association.

Warehousemen who will present reports include Mr. Cummins as chairman of the executive committee; W. Lee Cotter, Mansfield, head of the Cotter warehouses of Ohio, as chairman of the insurance committee; W. C. Wheelock, president of the Liberty Cartage Co., Cleveland, as chairman of the publicity committee; H. S. Knox, manager of the Union Fireproof Warehouse Co., Akron, as chairman of the auditing committee; W. H. Kutschbach of the Kutschbach-Wally Co., Columbus, as chairman of the good roads committee; and F. C. Hackett, president of the Toledo Terminal Warehouse Co., as chairman of the uniform methods committee.

New Jersey Furniture Warehousemen's Assoc.

Important Court Decision

AT the November meeting of the New Jersey Furniture Warehousemen's Association, attended by twenty-five members from nine cities, the legislative committee called attention to the recent decision by the New Jersey Supreme Court upholding the ruling by a lower court which had rendered a verdict adverse to the McGann Company, a Newark warehouse concern, in a case based on damage to furniture caused by rats.

The defendant warehouse company produced evidence, according to its representatives, showing it had made every effort to prevent such damage, that it had kept its warehouse clear of rats and that it had "used all the reasonable care that an owner of similar goods would exercise."

Nevertheless the damage was there

and the Court held that the warehouse was liable, and the burden of proof was on the defendant to show otherwise. In an action to show cause, the Supreme Court held there was not sufficient evidence to warrant a new trial.

"This is a very unfavorable decision for the warehouse industry," comments Frank J. Summers, the association's secretary, "as it establishes a precedent which leaves the warehouseman a very slim chance, no matter what the circumstances. However, it should also act as an inspiration to warehousemen to see that the general warehouse law is revised and made more equitable."

The insurance committee brought in this suggestion: That where a warehouseman has obtained fire insurance on goods in storage for a customer and the policy expires, the warehouseman should have the policy renewed and, if necessary, pay the premium, charging to the customer's account, thus protecting the interests of both.

The transportation committee advised that in case of a claim for loss on the railroads the warehouseman should go direct to the commercial office of a railroad for quick results; filing claims with local freight agents was roundabout and unsatisfactory, the committee held.

National Furniture Warehousemen's Association

(Concluded from page 52)

F. W. A.; 2.15 p. m., theater matinee for ladies; 7.30 p. m., anniversary banquet of New York association, with entertainment, followed by dancing.

Jan. 18—7.30 a. m., breakfast; 10 a. m., business session of N. F. W. A.; 1 p. m., luncheon; 1.15 p. m., ladies' luncheon and card party; 2 p. m., business session of N. F. W. A.; 6.30 p. m., dinner; evening, theater party; 11.30 p. m., supper and dance, under auspices of New Jersey association.

Jan. 19—7.30 a. m., breakfast; 10 a. m., business session of N. F. W. A.; 10.30 a. m., ladies' sight seeing trip through lower Manhattan, taking in Wall Street, Woolworth Building and other points of interest; 1 p. m., luncheon; 2 p. m., busi-

ness session of N. F. W. A.; 2:30 p. m., ladies' sight seeing trip, Riverside Drive and upper Manhattan; 7:30 p. m., banquet of N. F. W. A., with entertainment and moving pictures of Mackinac Island convention last July, followed by dancing.

Jan. 20—7:30 a. m., breakfast; 10 a. m., meeting of N. F. W. A. directors, together with closing business session of N. F. W. A. before luncheon time.

Membership Situation

Another prize is offered by Buell G. Miller, Philadelphia, chairman of the membership committee, to the member who obtains the largest number of new members between Nov. 1, 1922, and the annual meeting to be held next July.

It is expected that before the close of New York convention the 600 mark will have been passed. The total is now 594,

Ralph J. Wood, Chicago, secretary, announcing the election of the following new members:

Johnson Transfer & Fuel Co., Bloomington, Ill.

Mayhew & Craig Storage & Transfer, Kewanee, Ill.

Milwaukee-Waukesha Delivery Co., Milwaukee, Wis.

Scherer Bros. Transfer & Storage Co., Ottawa, Ill.

Story of the A. W. A. Convention

Low Rates vs. High

Cost studies should not be made to cover a point, but should aim to get the facts, H. L. Halverson, secretary of the Boyd Transfer & Storage Co., Minneapolis, said in a talk before the house hold goods division.

"Once secured," Mr. Halverson declared, "costs will show how high a rate should be, so that business will not be done at too low a price; they will also show how low a rate should be, so that a warehouseman need not find himself charging too high a price, thus limiting the amount of business he can get and building up competition.

"It is just as important to make a rate as low as possible as to make it as high as possible, provided it is based on correct cost figures."

The foregoing is the basic summary of Mr. Halverson's talk, which will be published in more detail in the February issue of *Distribution & Warehousing*.

"Warehouse Finance"

The securities of furniture warehouse corporations will command increasing favor in the financial and business world, Clarence A. Aspinwall, president of the Security Storage Co., Washington, D. C., told the household goods division.

"It should," he said, "be the effort of the warehouse associations and of individual warehousemen to be vigilant to preserve and to increase the respect for their securities by insistence on high standards of business ethics, emphasizing quality more than cheapness in service, and in advocating the one-price system.

"Learn your costs, adjust your prices to yield a reasonable profit, charge everyone alike and you will both stabilize and dignify your business; then when you want to enlarge facilities you will find among your own customers a ready market for your securities."

Mr. Aspinwall's paper, "Warehouse Financing," will be taken up more in detail in the February issue.

Surprise for N. F. W. A.

When the N. F. W. A. convenes in New York in January, each delegate will receive—

Ask F. L. Bateman—he knows!

Ask Walter Sweeting—he knows!

Ask William T. Bostwick—he knows!

LIGHTNING ROD AND BUSINESS TOMBSTONE

(Concluded from page 37)

activities is of a definite service in the promotion of human welfare or it fails as a business. If this statement is not accepted without question by every man engaged in the warehousing business today, there is little hope for the future of our business. There is such a thing as a Destructive Force of Silence, and if the individual members of our Association continue to feel their business is of no consequence and they have nothing to advertise, and care to continue to apologize when informing their friends that they are in the warehousing business, I safely predict that their names will be engraved in granite—on their Business Tombstones, and they will be told by the Receiver that that was the best thing they ever did."

Notes

After the election of officers, Roy C. Griswold, Chicago, said the A. W. A. had been "gathering impetus" under the administration of President Morse and predicted that the coming year was to be the best in the association's history. A. V. Mason, Pittsburgh, referred to Mr. Morse's "aggressiveness" and said the president had "set a mark never seen in any association elsewhere."

George S. Lovejoy, Boston, long a wheelhorse in the association's affairs, and for many years a president, announced his retirement from active work, including the chairmanship of the Army Base committee. Impressive tribute to Mr. Lovejoy and his long service was paid by Philip Godley, Philadelphia; S. N. Long, St. Louis; John Nichols, Boston; Edwin Morton, New York; Roy C. Griswold, Chicago, and others.

On motion by D. H. Van Name, New York, the convention by a rising vote expressed its appreciation of the entertainment provided by the Cleveland warehousemen, the women of Cleveland, and by local Chamber of Commerce.

No action was taken, either on the convention floor or by the new directing board, looking toward the transferral, suggested some months ago, of the association's general offices from Pittsburgh to Washington, D. C.

Tractors Pulls Freight

BY fitting a perforated steel plate to the front end of a regulation Fordson tractor, the Lawrence Warehouse Co. of Oakland, Cal., has quit worrying over conditions which require a fee of \$3.50 for switching charges of railroad cars.

The little machine is equipped with a regulation drawbar and coupler and, when it is desired to do switching, it bangs into the end of a line of cars in true locomotive style and chugs away with the train. The front end of the machine is strongly reinforced. The little machine has a hauling capacity of seven loaded freight cars.

This miniature locomotive is so small that it presents an almost ridiculous sight panting along at the head of a train of cars. Half a dozen of the things could comfortably be stowed in one of the big cars.

The Lawrence officials state that their switching costs have been reduced to an insignificant figure through the use of the tractor.

The city of Oakland is contemplating the installation of a belt line railroad with municipally owned locomotives to garner the \$3,500 a month that is paid out for switching charges.

Equine Ribbon Victors

Warehouse horses won three second prizes and one third prize at the American Royal Live Stock Show held in Kansas City during the week of Nov. 25.

The Adams Transfer & Storage Co., Kansas City, had a number of entries in the commercial horse classes and received awards as follows:

Class for horses standing 15½ and under 16½ hands high and weighing 1300 to 1500 lbs. each, horses alone being considered. Team, Prince and Fred, driven by Homer Wright; second prize.

Class for pairs of horses standing 16½ hands high and over and weighing more than 1500 lbs. each, horses alone being considered. Team, Kate and Cracker, driven by Charley Peet; second prize.

Class for horses standing 15½ and under 16½ hands high and weighing from 1300 to 1500 lbs. Team, Dell and Dibble, driven by Fred Ashford; second prize. Team, Prince and Fred, driven by Homer Wright; third prize.

The Adams horses were prepared, entered and supervised by Felix Dixon, superintendent.

Pop Dunham, Limited

—he speaks on costs

By JOHN M. KIRKLAND

POP DUNHAM sat in the office of the Dunham Storage and Warehouse Company, his head in his arms, planning his first murder.

Picture after picture passed before him. Here he saw his victim neatly drawn and quartered; there he envisioned a demoniacal torture inspired by pranks of the Inquisition.

All were too merciful.

Pop Dunham had been assigned to speak on "Costs as I Find Them."

His intended victim was the secretary of the State Warehousemen's Association.

From under his folded arms came a muffled roar, a groan of despair. He grabbed up the secretary's letter announcing the special meeting the week following and tore it into shreds.

"Darn!" he exploded as Elijah Q. Price, his cost accountant, stepped into the office.

PRICE, tall and lean and stooped at the shoulders, had a shape like the figure seven. His feet took number twelve. His blank face suggested X, the unknown quantity. He was a born mathematician.

"Three carloads of Bert's Best just arrived," he announced. "We'll put them in aisles—"

"We'll put 'em in —!" stormed Pop Dunham.

Elijah Q. Price looked dubious for a moment.

"Just as you say, sir," he said, "but I'm afraid it will cost a great deal."

Pop Dunham collapsed.

"It strikes me," began Elijah Q. Price calmly.

"It will if you pull a crack like that again," interrupted Pop, rolling up the sleeve of his sturdy right arm. "Now, listen, son, I need you. You've a chance to win forgiveness. It's a matter of costs."

"Ah! costs," sighed the expert, his eyes lighting. "Costs, whose positive qualities thrill me, fill me, inspire me with a—"

"Wait a minute! Hold that for the stenographer," shouted Pop.

"Hold what?"

"That speech, you figure seven, I've got to talk thirty minutes and that gush kills time."

Elijah Q. Price was thunderstruck.

"Kill time? Just as you say, sir, but think of the cost."

"Darn the cost!" roared Pop Dunham. "Now let's put two and two together." He reddened. "If you say that makes four I'll ruin you," he menaced.

Elijah Q. Price was silent.

"NOW listen," began Pop. "You know all about costs. If you didn't, you wouldn't be here."

"Neither would the business," remarked the expert.

"Shut up! I'm doing the talking."

"But I'm right," in the tone of a turning worm.

"Whether you are right or wrong I'm right—I mean I'm writing—I mean I'm talking!"

"Quite obvious. You wasted thirteen words in your last sentence—all useless except 'You are right.'"

"Umm," snorted Pop. "All right. Now listen. You



know all about costs. I do, too, of course, but I'm—"

"You're too busy."

Pop shot a glance of suspicion at Price, but the expert's face was as placid as ever.

"Exactly," he blazed. "It would take too much of my attention from the business. I've got to think of the time-cost when I devote myself to outside affairs," he added with a glow of pride, challenging comment.

"Then you'd better devote yourself to outside affairs," remarked Elijah Q. Price.

The worm had completely turned.

The smoke of Pop's fury was slow in clearing. When it lifted, Elijah Q. Price was barricaded in his own office, twice hidden behind rows of his beloved statistics books.

Through the blue air came Pop Dunham's bluer phrases informing the world at large and expert accountants in particular that he would write the blankety blank speech himself. The stenographer discreetly took the week off for lunch.

THE days toddled on to the melody of breaking pencil points and blasting phrases. Pop Dunham's best customer interrupted him as he was making his one-thousandth start.

"Get out of here," snarled Pop.

The customer got.

"Stay out," shouted Pop over his shoulder.

The customer stayed out.

THE dinner concluding the special meeting of the State Warehousemen's Association; a buzz of applause as Pop Dunham rises from his chair; expectant silence.

"Gentlemen," he begins. "I find after exhaustive study that we must avoid great costs at all costs. The preparation of this cost speech has cost me a headache, a cost accountant, a cash customer and a congenial stenographer. That's quite enough. Therefore I'm through. Thank you."

FROM THE LEGAL VIEWPOINT

By George F. Kaiser

NOW and then are printed inquiries submitted by subscribers to Distribution & Warehousing. These questions are of general interest to the men of warehousing and are, for that reason, selected for publication, from the many which have been received during the past month.

Is there any legal question you would like to ask? Send it in. It will be answered at once by mail—and, if of interest to storage executives generally, it will be printed, together with Mr. Kaiser's answer, on this page.

This service is without charge.

Mr. Kaiser is a practicing lawyer who makes a special study of warehousing, transportation and automotive affairs.

Lien Decision by New York Supreme Court Important to Warehousing

THAT a warehouseman has no lien upon property of a bank for storage charges upon other merchandise which did not belong to and was not stored by or on behalf of the bank, was the decision of the New York Supreme Court in the case of *The Chemical National Bank of New York vs. New York Dock Co.*

The facts were that the Republic Trading Co., doing business in New York City, applied to the Chemical Bank for a commercial credit. The application and the terms of the agreement were embodied in one instrument signed by the trading company and accepted by the bank, which issued its letter of credit pursuant to and in conformity with the provisions of the application. The credit was established for the account of the trading company, in favor of B. M. McGrath & Sons, of St. Johns, Newfoundland, enabling B. M. McGrath & Sons to draw a sight draft upon the bank for the full invoice value of fifty cases of lobsters, which they accordingly shipped from St. Johns to New York. The draft was presented to and paid by the bank and the negotiable shipping documents, evidencing title to the merchandise, were duly assigned and delivered to the bank in accordance with the agreement.

The bank, having fully paid for the merchandise, made due demand upon the trading company for repayment, but the latter, having meanwhile been adjudged a bankrupt, never paid anything whatever on account of the transaction.

The agreement in express terms recognized and admitted the bank's ownership and its right to the possession and disposal of the merchandise and the proceeds thereof until paid for by the trading company, and it also provided that in the event the bank should intrust the merchandise to the trading company "for the purpose of sale or otherwise,"

the latter would execute a receipt in such form as the bank might require, and that the trading company "consent that the right of repossession may be exercised at the bank's discretion."

The merchandise having been paid for by the bank, and the trading company having paid nothing, the bank intrusted the merchandise to the trading company for the purpose of enabling the latter to restore it as the bank's property and to effect a sale and account to the bank for the proceeds, and the trading company thereupon executed a so-called trust receipt, which recited that the trading company was to hold the merchandise in storage as the property of the bank, with liberty to sell it for the plaintiff's account and to turn over the proceeds to it, and provided unconditionally that the plaintiff might at any time cancel the so-called trust and take possession of the merchandise.

The trading company thereupon stored the property with the New York Dock Co. without disclosing the plaintiff's ownership and received therefor, from the dock company, a non-negotiable warehouse receipt.

When the trading company was adjudged a bankrupt the bank canceled the so-called trust, and, in exercise of its rights of repossession, received the warehouse receipt duly indorsed by the trading company with an order upon the defendant to deliver the merchandise to the bank. To obviate any question as to the necessity of joining the trading company or its receiver in this controversy, the bank, with the knowledge and consent of the defendant, the New York Dock Co., obtained an order from Judge Hand in the bankruptcy proceeding which ordered and adjudged that neither the trading company nor its receiver had any interest in and to the said merchandise, and that the dock company might deliver the same to the bank, so

far as the trading company and receiver were concerned.

The bank tendered to the dock company the warehouse receipt indorsed with the order for delivery and tendered the amount of the dock company's labor, storage and other charges in respect of the merchandise and demanded the delivery of the merchandise.

Delivery was refused by the dock company upon the sole ground that it had a lien upon the merchandise for the satisfaction of an indebtedness owing to it by the trading company, which indebtedness had been incurred by the trading company for warehouseman's charges in respect of other goods, all stored and all removed by the trading company prior to the time that the bank's merchandise was placed in storage. The dock company released no goods on the strength of a supposed lien on this merchandise. While it was in storage the dock company held no other goods and released no other goods stored by the trading company.

To avoid unnecessary loss the parties agreed that the merchandise should be sold by the bank without waiver of the dock company's claim and that out of the proceeds of sale the sum of \$1,362.20 (the amount owing by the trading company to the dock company for the storage of the other goods) should be held in escrow to be delivered in accordance with a judicial determination of the controversy.

The bank paid all the dock company's charges for the storage of this particular merchandise. The merchandise was thereafter sold for less than the bank had paid for it, and out of the proceeds the said sum of \$1,362.20 was deposited in escrow. If the judgment asked for by the plaintiff was given, that sum was to be turned over to the plaintiff in satisfaction of the judgment; and if the judgment asked for by the New

York Dock Co. was given, it was to be turned over to the dock company.

The bank contended that, within the meaning of the statutes defining the warehouseman's lien, the merchandise belonged to the bank; that the trading company was merely intrusted with it as the bank's agent for the purpose of storage and sale; and that the defendant warehouseman could not acquire, in derogation of the rights of the true owner, any lien upon or interest in property so stored by the agent to secure any antecedent indebtedness due from the agent to the warehouseman or for any advances or charges which were not made or earned by the warehouseman upon the faith of the agent's apparent ownership of the property.

Upon the foregoing facts, the New York Dock Co. claimed a general lien against the goods, claiming that they belonged to the Republic Trading Co., the debtor for the claims in regard to which such lien was asserted.

The New York Dock Co. contended that the question of title arose not as between the parties to the credit agreement and trust receipt but as between one of those parties and a stranger.

The General Business Law in regard to warehouseman provides:

"Section 112. What claims are included in the warehouseman's lien. Subject to the provisions of section 115, a warehouseman shall have a lien on goods deposited or on the proceeds thereof in his hands, for all lawful charges for storage and preservation of the goods; also for all lawful claims for money advanced, interest, insurance, transportation, labor, weighing, cooperating, and other charges and expenses in relation to such goods; also for all reasonable charges and expenses for notice and advertisements of sale, and for sale of the goods, where default has been made in satisfying the warehouseman's lien.

"Sec. 113. Against what property the lien may be enforced. Subject to the provisions of section 115 a warehouseman's lien may be enforced:

"(a)—Against all goods, whenever deposited, belonging to the person who is liable, as a debtor for the claims in regard to which the lien is asserted, and

"(b)—Against all goods belonging to others which have been deposited at any time by the person who is liable as debtor for the claims in regard to which the lien is asserted, if such person had been so intrusted with the possession of the goods that a pledge of the same by him at the time of the deposit to one who took the goods in good faith for value would have been valid."

In the case under review, the credit agreement and trust receipt in express terms provided that ownership shall remain in the bank and contain nothing whatever suggesting the right of the trading company to pledge the goods. The Court said:

"We can find nothing in the General Business Law which would warrant the defendant's interpretation as to liens of

DIGESTS

RECENT legal cases of interest to warehousemen are digested herewith. A full printed report of any case may be obtained for twenty-five cents by addressing the editor of *Distribution & Warehousing* to cover publisher's costs. Key number should be specified.

(Maryland.) A levy of taxes on intoxicating liquor in the hands of warehousemen in pursuance of Code, Art. 81, Secs. 218-229, providing for a lien upon the liquor for which taxes have been paid by the warehouseman, did not amount to a deprivation of property without due process of law contrary to the Fourteenth Amendment on the ground that the lien given on the liquor was worthless because the sale thereof was prohibited by the Volstead Act, since under the act liquor may be sold for medicinal and scientific purposes, and was not a violation of Declaration of Rights, Arts. 15, 23, as requiring a person to pay taxes due by another without furnishing a means to the one paying the tax by which he may reimburse himself for what he has paid.—*State Tax Commission of Maryland vs. Melvale Distillery Co. of Baltimore*. Key No. 37.

(Wash.) What constitutes reasonable care of stored goods depends largely upon circumstances, for what would be reasonable care concerning the storage of coal or iron would not necessarily be reasonable care concerning the storage of valuable jewelry and works of art.—*Firestone Tire & Rubber Co. vs. Pacific Transfer Co.*, 208 P. 55. Key No. 24 (1).

(Del. Super.) Independent of statute, a warehouseman is ordinarily responsible only for his own negligence, and not for the negligence of a preceding warehouseman.—*Schagrin vs. Bacon*, 117 A. 741. Key No. 24 (2).

(Mich.) Where bales of tobacco stored in a bonded warehouse were damaged by dripping water, that the bales were in the joint custody of the United States customs officials and the law did not relieve the warehouseman from liability to owner for damages arising from his negligence.—*Schwartz vs. Michigan Warehouse Co.*, 189 N. W. 1. Key No. 24 (2).

warehousemen. Indeed, there seems to be no reason why the warehouseman should be protected beyond the right to recover storage and other charges incurred by reason of the deposit of the specific goods belonging to the bank. Letters of credit issued by banks form a large and important factor in important commercial transactions of the community. To adopt the strained rule urged by the defendant would make the issuance of letters of credit of the kind herein described very precarious kind of business. There should be judgment for the plaintiff without costs.—*New York Law Journal*, Dec. 6, 1922.

A Receipt Case

LEGAL EDITOR, *Distribution & Warehousing*: Our warehouse receipts, which have the words "Not Negotiable" printed across their face, contain the statement: "Goods will be delivered only upon return of this receipt and a written order signed by the person in whose name the goods are stored."

We recently have been informed that the words "Not Negotiable" are destroyed by the language "Goods will be delivered only upon return of this receipt," which words, according to our information, make our receipt negotiable notwithstanding that such is not our intention. Any information you can furnish us on the point, or any citation of cases bearing upon the question you can supply, will be greatly appreciated.—*W. S. Co., Waterbury, Conn.*

Answer: Of course the two clauses you mention in your letter are absolutely incongruous and either one or the other should be stricken out to make good sense.

In your State, however, a non-negotiable receipt is defined to be "A receipt in which it is stated that the goods received will be delivered to the depositor or to any other specified person."

A negotiable receipt is defined to be a receipt in which it is stated that the goods received will be delivered to the bearer or to the order of any person named in such receipt. No provision that it is non-negotiable shall be inserted in a negotiable receipt and if such provision is inserted such provision shall be void.

In addition to the foregoing, another paragraph of your State law provides that, if a document of title which contains an undertaking by a carrier, warehouseman or other bailee to deliver goods to the bearer, to a specified person or order, or to the order of a specified person, or which contains words of like import, has placed upon it the words "not negotiable," "non-negotiable" or the like, such document may nevertheless be negotiable to the holder and is a negotiable document of title within the meaning of the law; but nothing in the law is construed as limiting or defining the effect upon the obligations of the carriers, warehousemen or other bailees who issue a document of title for placing thereon the words "not negotiable" or the like.

From the foregoing extracts from your State law it appears that your receipt is negotiable in form even though the clause which seems to limit negotiability appears thereon.

Fresno Blaze

The city authorities of Fresno, Cal., place the damage at \$10,000 resulting from the fire which occurred in the basement of the warehouse of the Valley Van & Storage Co., Inc., at Kern Street and Broadway, in November. Furniture stored by patrons was destroyed. Several firemen were overcome by smoke.

CONSTRUCTION, REMOVALS, PURCHASES AND CHANGES

Southern Terminal Warehouse & Storage Co., San Bernardino, Cal., has awarded a contract for erection of a 2-story reinforced concrete building at Rialto and D Streets, to cost \$85,000. Two stories may be added later when business warrants.

Haslett Warehouse Co., San Francisco, has removed its executive offices to 60 California Street from 228 Pine Street.

Imperial Warehouse Co., Los Angeles, is erecting a 2-story building on East Fourteenth Street.

Union Terminal Warehouse Co., Los Angeles, is building a 4-story and basement reinforced concrete building 560 by 100 feet, at Seventh and Alameda Streets.

Albany Terminal Warehouse Co., Albany, N. Y., has opened its newly constructed warehouse. The first unit of the company's buildings was erected 30 years ago.

Dreschler Storage Co., Oak Park, Ill., has sold its 4-story warehouse, property and business at 1137 Lake Street to Robert B. Harder of Harder's Fireproof Storage & Van Co., Chicago, for a reported price of \$190,000.

Currier-Lee Warehouse Co., Chicago, has purchased from Robert M. Fair the lease expiring Dec. 31, 1939, on the building, 150 by 100 feet, at 445-459 West Erie Street, adjoining the Currier-Lee property. The new owners will sublet part of the space and will operate the rest in conjunction with their present business.

Garfield Park Storage Co., Chicago, has equipped all its warehouses with the American District Telegraph system of automatic fire and burglar alarms.

Westheimer Transfer Co., Houston, Tex., is planning to erect a \$7,000 warehouse on Franklin Avenue between San Jacinto and Caroline Streets.

Lincoln Fireproof Warehouse Co. is the newly selected name of the Lincoln Warehouse & Van Co., Milwaukee. The company has removed its offices to 322-326 Third Street from 226-230 Fourth Street.

Gallagher's Warehouses, Philadelphia, have bonded, with the United States Government, the entire section No. 4 of their Almond Street plant, at 708 Delaware Avenue, for bonded storage. The building has direct track connections with Pennsylvania and Philadelphia & Reading roads, and carload consignments may be shipped direct, eliminating cartage.

Los Angeles Warehouse Co., Los Angeles, planned to begin construction about Jan. 1 of its \$500,000 8-story warehouse at Market and Alameda Streets.

Chas. D. Strang, Inc., Brooklyn, has awarded a contract for the erection of a 5-story reinforced concrete addition, 64 by 115 feet, to its Coney Island Avenue warehouse. The addition will cost about \$250,000.

Union Storage Co., Erie Pa., is revising its plans for construction of an 8-story and basement reinforced concrete and brick warehouse, 80 by 100 feet.

Island Warehouse Co., Buffalo, N. Y., has let a contract for the construction of a 10-story flour mill storage structure to cost, with equipment, about \$500,000.

Citizens Safe Deposit Co., Buffalo, N. Y., is planning to erect a modern storage building on William Street, to cost \$100,000.

Durham Storage Co., New Haven, Conn., has increased its capital stock from \$75,000 to \$150,000, with a view to business expansion.

Metropolitan Corporation is the newly selected name of the Metropolitan Storage & Transfer Co., Hartford, Conn. The corporation will continue to carry on a general warehousing and transfer business.

Miller's Warehouse at 506 South Street, Philadelphia, is planning to build a 3-story reinforced concrete and brick storage plant, 45 by 180 feet, at Fifth and South Streets, to cost \$100,000.

Great Lakes Transit Co., Buffalo, N. Y., has awarded a contract for the construction of a storage building on Erie Street, to cost about \$75,000.

Cathcart Van & Storage Co., Atlanta, Ga., has removed to 102 Houston Street.

M. Rawlinson, Ltd., Toronto, Canada, announces the following changes in personnel: M. A. Rawlinson is president and general manager; J. W. Warren is vice-president and warehouse manager; J. E. Banks is secretary-treasurer.

(Note: The foregoing changes should be made in the company's listing on page 388 of the 1923 Warehouse Directory—the December, 1922, issue of *Distribution & Warehousing*.)

W. C. Bright with "Movies"

The Independent Warehouses, Inc., New York, announced on Dec. 15 that W. C. Bright had resigned as a vice-president and director of that organization and of the Independent Warehouses, Inc., of Cuba and the Warehouse Finance Corp.

Mr. Bright leaves the Independent units to become secretary and treasurer of the Vitagraph Co. of America, one of the pioneer and one of the leading film organizations.

It was announced that James E. Friel has been appointed secretary and treasurer of the three Independent companies. Mr. Friel has been with the Independent since its organization, and for the past two years has been assistant secretary and assistant treasurer, and in this capacity has been very active in warehouse work.

Death of W. B. Everest

William B. Everest, general traffic manager of the Westinghouse Electric and Manufacturing Co., East Pittsburgh, Pa., died suddenly early in December.

Mr. Everest was formerly first vice-president and a director of the National Distributors' Association, then the Shippers' Warehousing and Distributing Association.

NEW INCORPORATIONS WITHIN THE INDUSTRY

Hadley Warehouse Co., Hadley, Mass. Capitalization, \$25,000. Incorporators, G. Fred Pelissier, Frank H. Smith and Joel B. Searle.

Port Clyde Fish & Cold Storage Co., Rockland, Me. Capitalization, \$50,000. Incorporators, J. B. Clifford, president; William L. Brennan, treasurer, and Franklin Russell, all of St. George.

Raleigh Warehouse & Transfer Co., Raleigh, N. C. General storage, distribution and transfer service.

Burton Warehouse Co., Mobile, Ala. General warehouse, storage and transportation business. Capitalized at \$2,000 with \$1,000 paid in. Incorporators, J. Gilbert Burton, Henry L. Innecken and Louis Soroe.

Gray Warehouse Co., Santa Paula, Cal. To carry on general warehousing and produce business. Capitalized for \$50,000. Incorporators, Wade Gray and J. A. Gray of Ventura, Cal., and M. E. Rogers of Santa Paula.

Luke Yore Transfer Co., Chicago. Capital, \$40,000. Incorporators, George F. Mann, Henry S. Mann and Luke McLaughlin.

Michelson & Olem, Inc., Boston. To engage in packing and moving merchandise and conduct a storage warehouse business. Capital stock, \$10,000. The officers include Leo Olem, president, and Hyman Michelson, treasurer.

Terminal Warehouse and Forwarding Co., Houston, Tex. Capital stock, \$5,000. Incorporators, R. W. Franklin, C. E. Granger and W. J. Binyon, Ill.

U. P. May Build Warehouses

Refrigeration warehouses and grain elevators costing \$5,000,000 may be erected in the Los Angeles harbor district by the Union Pacific Railway if the executive board of the railroad approves the plan presented by former Senator William A. Clark, former owner of the Salt Lake Railroad, multi-millionaire and copper magnate.

Mr. Clark, who is chairman of the executive board of the railroad, intimated that the location for the new project would be Terminal Island near where the Union Pacific terminal is now under construction.

Oil Warehouses Planned

Erection of warehouses to cost \$500,000, for storage and distribution of oil products, in Los Angeles Harbor opposite Catalina Island, is planned by a company representing Texas oil interests.

Los Angeles Co. Withdraws

The Los Angeles Harbor Warehouse Co., having rented its building to other warehouse concerns, has asked the California Railroad Commission for permission to withdraw from the Commission's jurisdiction and to be relieved from the provisions of the Public Utilities Act.

Your Turnover From Four Viewpoints

IV. Your Own

Interest compounded monthly instead of semi-annually. Wouldn't you prefer such an arrangement?

Considering profit as interest, that arrangement can be made easily—by shipping through the warehouses associated with Distribution Service, Inc.

A monthly shipment to each of these warehouses, followed by mail or wire instructions as to disposal as fast as sales are made, and your distribution is taken care of.

Regularity of shipment, both as to time and quantity, equalizes employment, helps to stabilize prices of raw material, makes the growth of your whole business symmetrical.

And the monthly accounting rendered by every warehouse shows profits twelve times a year, instead of three to four, as must be when large, infrequent and irregular systems clog unregulated channels of distribution.

Ask that a thoroughly informed man confer with you, your sales and traffic managers. It will be time excellently spent. Dictate the note before turning the page.

Distribution Service, Inc.

One Two Three W. Madison St.
Chicago, Ill.



Warehousing Is An Essential Part of Distribution

The following concerns have warehouses which are modern, fully equipped, capably managed. Each is at the strategic center of a rich, distinct distributive area. Used collectively they are the backbone of your national distribution system. In groups or singly, they form the best possible backing for a sales and advertising campaign.

BIRMINGHAM

Harris Transfer & Warehouse Co.

CHICAGO

Currier-Lee Warehouse Co.

CLEVELAND

Ninth Street Terminal Warehouse Co.

DENVER

The Weicker Transfer & Storage Co.

EL PASO

International Warehouse Co.

FORT WORTH

Binyon-O'Keefe Fireproof Storage Co.

HOUSTON

Binyon-O'Keefe Fireproof Storage Co.

KANSAS CITY

Central Storage Co.

LOS ANGELES

Union Terminal Warehouse Co.

LOUISVILLE

Louisville Public Warehouse Co.

NEW YORK

Bush Terminal Co.

OMAHA

Gordon Fireproof Warehouse & Van Co.

PHILADELPHIA

Terminal Warehouse & Transfer Co.

PORTLAND

Oregon Transfer Co.

SAN FRANCISCO

San Francisco Warehouse Co.

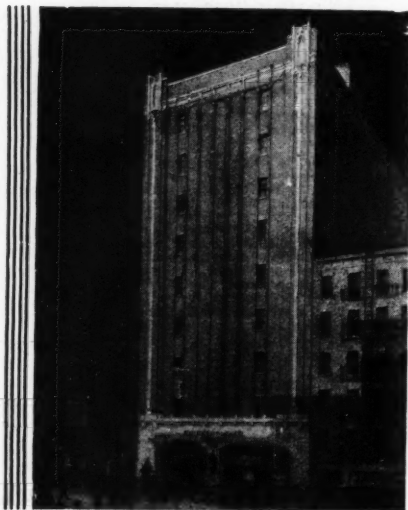
ST. LOUIS

S. N. Long Warehouse

ST. PAUL—MINNEAPOLIS

Central Warehouse Co.

WHAT DO YOU BUY—A Building or Available Storage Space?



Your profit is in Available Storage Space and nowhere else. It originates—not in the building—not in the blue prints—but in the *designs*—the *plans*.

Your storage revenue income is settled upon then and there.

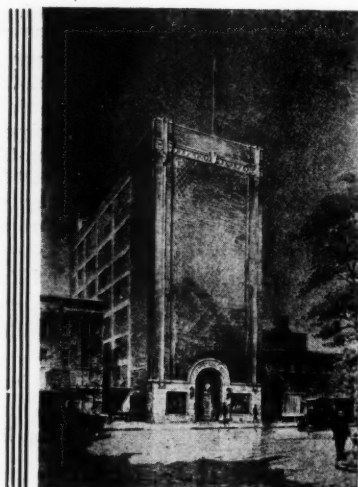
Some warehouses, incorrectly laid out, are reduced in area to as low as 50%.

Warehouses we have designed give from 70 to 75% of total square foot area available for storage purposes.

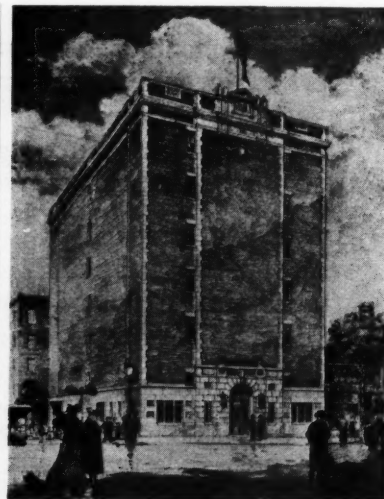
Our years of experience in warehouse designing—our years of accomplishment, represented in actual savings to those we have served—is proof that you may expect the same profitable result by availing yourselves of our services.

We charge no fee for consultation and advice—we aim to convince you—first—that our specialized service insures you against loss. This service—extremely valuable to you because we have done nothing but design warehouses for the past twenty years—is yours for the asking.

Three of the fourteen warehouses designed by us in 1922.



There is no job too large—we do not consider any too small. Our representatives are at your service. Write, wire, telephone, or call upon us. You are assured of maximum efficiency at minimum cost.



MOORES & DUNFORD

1117 Canadian
Pacific Building
New York

744 First National
Bank Building
Chicago, Ill.



Shippers' Index

A Guide to representative Merchandise, Cold Storage and Household Goods Warehouses, Forwarders, Terminals, and Transfer Companies, arranged by States and Towns

AT YOUR SERVICE

For Household Goods Shipments—For Merchandise Distribution

ON the following pages will be found, set forth in representative advertisements, the facilities and qualifications of more than 500 progressive warehouse companies who are equipped to render the service which the shipper wants in handling household goods consignments and merchandise distribution.

These advertisements, which make up the Shippers' Index—a monthly revised directory of the warehouse industry—are arranged geographically and alphabetically for the convenience of those who seek warehouse service, whether it be in the household goods or merchandise field.

Household goods warehousemen, in finding consignees for inter-city shipments of household goods, and traffic managers of the country's largest manufacturing distributors seeking warehouses to handle their products, consult regularly the pages of the Shippers' Index in DISTRIBUTION & WAREHOUSING to the profit of themselves and the warehouse companies who are represented therein.

*The Warehouseman who advertises
his ability to serve is deserving of
the Shipper's first consideration.*

CONVENTION CALENDAR

January 16	New York Furniture Warehousemen's Association	New York City
January 17-20	National Furniture Warehousemen's Association	New York City
January	Texas Warehouse and Transfer Men's Association	Austin
February	New Jersey Furniture Warehousemen's Association	Newark
February	Maryland Furniture Warehousemen's Association	Baltimore
February	Kansas City Warehousemen's Association	Kansas City
February	Pennsylvania Furniture Warehousemen's Association	Philadelphia
April 20	Missouri Warehousemen's Association	Kansas City
April	Minnesota Warehousemen's Association	(To be decided)
December	American Chain of Warehouses	(To be decided)
December	American Warehousemen's Association	(To be decided)
December	Canadian Storage & Transfermen's Association	Montreal
December	National Distributors' Association	(To be decided)

BIRMINGHAM, ALA.

Established 1895

Charlie's Transfer Co., Inc.

DISTRIBUTING

STORING

HAULING

PACKING

2100-2111 Avenue E, Birmingham, Ala.

BIRMINGHAM, ALA.

*"The World Moves—So Does Goodman"***GOODMAN TRANSFER
AND
WAREHOUSE COMPANY**MODERN STORAGE WAREHOUSES
70,000 sq. ft. Floor SpaceDistributors and Forwarders
Moving—Packing—Storage
Motor Equipment—Rigging

We Use King Steel Shipping Cases for Household Goods.

BIRMINGHAM, ALA.

BIRMINGHAM, ALA.

**HARRIS TRANSFER
AND WAREHOUSE COMPANY**

(Equipped to Handle Anything)

MODERN FIREPROOF WAREHOUSE

Special Attention Given to Packing and Shipping

When shipping to Birmingham, consign goods to Harris
—he will look after your interests, also those
of your customer

Offices: CHAMBER OF COMMERCE BLDG.

BIRMINGHAM, ALA.

**Hess-Strickland Transfer
& Storage Co.**General Merchandise, Furniture
and Household Goods Storage

Distribution of Pool Cars Given Special Attention—Motor Trucks in Addition to Wagon Equipment—Track Connections with All Railroads.

The Men Who Distribute

Indian MotorcyclesRead DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index

BIRMINGHAM, ALA.

**WARRANT
WAREHOUSE
COMPANY**

Established 1905



BIRMINGHAM and MOBILE

Fireproof Sprinklered Warehouses

Sidetracks connecting with All Railroads

DISTRIBUTION — STORAGE — LOANS

Operates Its Own Trucks and Teams

LOWEST INSURANCE RATES IN THE SOUTH

MOBILE, ALA.

Acme Transfer and Storage Co.

209-211 N. Royal St.

Distribution

Transfer
Pool Cars**"Service"**Forwarding
Storage

Household Goods

Mobile, Ala.

MONTGOMERY, ALA.

*"Service That Satisfies"***Moeller Transfer & Storage Company**

105 WATER STREET, MONTGOMERY, ALA.

Storage, Forwarding and Distributing

MONTGOMERY, ALA.

STANFORD:

Packers—Movers—Shippers

POOL CARS GIVEN SPECIAL ATTENTION

Convenient Warehouses—Motor Trucks

STANFORD TRANSFER & WAREHOUSE CO.
Montgomery, Alabama**KEEP IT UP!**

One step won't take you very far, you've got to keep on walking;

One word won't tell them what you are, you've got to keep on talking;

One inch won't make you tall, you've got to keep on growing;

One little "ad" won't do it all, you've got to keep 'em going.

*Sent to DISTRIBUTION & WAREHOUSING
by George S. Loejsey, Vice-President of the
American Warehousemen's Association.*

SELMA, ALA.*Selma—In the Heart of Alabama*

THE LOGICAL POINT
OF DISTRIBUTION
TO POINTS WEST

Our wholesale trade compares favorably with
Montgomery, Birmingham and Mobile.

SEND YOUR BUSINESS TO

Alabama Warehouse

BONDED

*Complete storing and shipping facilities. Private
track connecting with all railroads entering
Selma with free switching privileges.*

We are equipped to render full and satisfactory services
to manufacturers—receiving, storing and distributing
merchandise promptly and with all attention to detail.

OTTO K. ERHART & CO.

UPTOWN WAREHOUSES AND OFFICE:

Opposite L. & N. Passenger Station.

PLANT: SELMA ST. AND RAILROAD.

NOGALES, ARIZONA**The West Coast Warehouse Co., Inc.**

Nogales, Arizona

The Key to the West Coast of Mexico
For Manufacturers, Packers, &c.

Reference: First Nat'l Bank. Assets over \$50,000.00 Bldg S. P.

TUCSON, ARIZONA**Tucson Warehouse & Transfer Co.**

POOL CAR DISTRIBUTORS

FIREPROOF STORAGE

26 North Scott St.

Tucson, Arizona

The Men Who Distribute

Mellin's Food

Read DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index

FORT SMITH, ARK.**O.K. TRANSFER & STORAGE CO.**

FORT SMITH, ARK.

Storing—Shipping—Moving

POOL-CAR DISTRIBUTING A SPECIALTY

TEXARKANA, ARK.**HUNTER TRANSFER CO.**

TEXARKANA, ARK.

ESTABLISHED 1882

DISTRIBUTORS OF

POOL CARS
STORAGE
TRUCKING
MOVING

BERKELEY, CAL.

STUDENTS
STORAGE
SERVICE

**STUDENTS
TRANSFER & STORAGE CO.**

MOVING
STORING
FORWARDING

2132 SHATTUCK AVENUE

**EL CENTRO, CAL.
IMPERIAL VALLEY****PIONEER TRUCK and
TRANSFER CO.**

Warehouse:

S. E. Cor. 3rd & State Sts.

Office: 114 N. 5th St.

Only Reinforced
Concrete Warehouse
for Storage and
Carload Distributing
Throughout
the Whole Imperial
Valley.

Daily Truck Service
to All Valley Towns.

Our Stock in Trade,
SERVICE.

FRESNO, CAL.**BEKINS**

VAN AND STORAGE CO.

DISTRIBUTORS

California Shipments Promptly
Handled

FRESNO 1248 Van Ness Ave. SAN FRANCISCO 13th and Mission OAKLAND 22nd and San Pablo
LOS ANGELES, 1335 South Figueroa St.

FRESNO, CAL.**STATE CENTER WARE-
HOUSE & COLD
STORAGE COMPANY**

General Merchandise storing and
distributing.
Packing, Crating and Shipping of
Household Goods.

FRESNO, CAL.

Valley Van & Storage Co., Inc.
Private Spur
Distributors of Pool Cars of
Household Goods, Machinery and Merchandise
Office: 842 Broadway, Fresno, Calif.

HOLLYWOOD, CAL.

LOCATED IN THE CENTER OF
RESIDENTIAL LOS ANGELES
Hollywood Storage Company, Inc.
"FIREPROOF"
Car Distribution Private siding P. E. RR.
We have Los Angeles terminal rates
Consign to Hollywood via U. P. or S. P. RR.
1666 N. Highland Ave., Hollywood, Calif.

LONG BEACH, CAL.

LONG BEACH OFFICE:
144 Pacific Ave.

LOS ANGELES OFFICE:
426 Alameda St.



HOUSEHOLD GOODS Removals, Storage, Packing, Forwarding
MERCHANDISE Warehousing, Distributing
MEMBER { California Warehousemen's Association
Pacific Coast Furniture Warehousemen's Association
National Furniture Warehousemen's Association
We offer the very best of service in Local or Interurban trucking, and we operate two warehouses for either Household Goods or Merchandise, located on the Southern Pacific and Pacific Electric Railroads.
We solicit your valued shipments, which will receive our prompt and careful attention, and we assure you of immediate returns on any collections you may have.
LOCAL AND INTERURBAN "MOTOR TRUCK SERVICE"

LOS ANGELES, CAL.

BEKINS
Fire Proof Storage

DISTRIBUTORS

**California Shipments Promptly
Handled**

FRESNO SAN FRANCISCO OAKLAND
1248 Van Ness Ave. 13th and Mission 22nd and San Pablo
LOS ANGELES, 1335 South Figueroa St.

LOS ANGELES, CAL.



CALIFORNIA TRUCK CO.
INCORPORATED 1884

Pool Carload Distributors
Handling goods destined to points in
SOUTHERN CALIFORNIA and ARIZONA
and to
TRANS-PACIFIC PORTS
322-324 EAST THIRD STREET

LOS ANGELES, CAL.

FIDELITY
FIREPROOF STORAGE

Washington & Arapahoe Sts.
Los Angeles, Calif.

Prompt and Efficient Service
Pool Car Distribution Solicited

MEMBER
National Furn. Warehousemen's Assn.
Pac. Coast Furn. Warehousemen's Assn.
Frank Robert Palmateer, Prop.

LOS ANGELES, CAL.

LOCATED IN THE CENTER OF
RESIDENTIAL LOS ANGELES.

Hollywood Storage Company, Inc.
"FIREPROOF"

Car Distribution Private siding P. E. RR.
We have Los Angeles terminal rates
Consign to Hollywood via U. P. or S. P. RR.
1666 N. Highland Ave. Hollywood, Calif.

LOS ANGELES, CAL.

FIFTY THOUSAND

shipments of household goods have been
consigned to us in the past ten years.

There must be a Reason.

Give us a trial and we will guarantee satisfaction.

LOS ANGELES WAREHOUSE CO.
O. B. FULLER, Mgr. M. E. TURNER, Asst. Mgr.

LOS ANGELES, CAL.

**WE SOLICIT YOUR
SHIPMENTS AND POOL CAR
DISTRIBUTION**

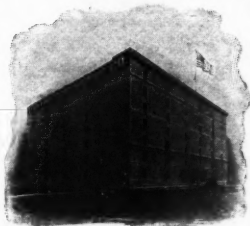
PRUDENTIAL
STORAGE AND MOVING CO.

LOS ANGELES SAN DIEGO
OFFICE OFFICE
941 W. 16th St. 962 Second St.
THREE WAREHOUSES—PRIVATE R.R. SIDINGS
Members Pacific Coast Furniture Warehousemen's Association
National Furniture Warehousemen's Association

The Men Who Distribute
Swedish Separators
Read DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index

LOS ANGELES, CAL.

Superior Service

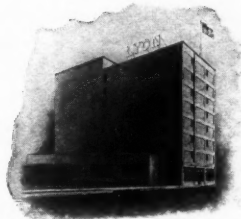


Two huge, modern, fireproof warehouses, long experience and unusually competent corps of men offer you paramount service.

Immediate service when Bill of Lading is received.

Collections handled promptly.

Reasonable Rates.



TELEPHONE



WEST 513

Lyon Fireproof Storage Co.

1950 SO. VERMONT AVE. LOS ANGELES

LOS ANGELES, CAL.

Shattuck & Nimmo Warehouse Co.

**Commercial and
Household Furniture
Storage**

**WE SPECIALIZE IN DISTRIBUTION OF
CARLOAD SHIPMENTS**

**Ample Private Trackage at
Plant and Equipment for
Prompt and Efficient Service.**

MEMBERS

American Chain of Warehouses
American Warehousemen's Association
California Warehousemen's Association
National Furniture Warehousemen's Association
Pacific Coast Furniture Warehousemen's Association
Local Rotary Club and Chamber of Commerce

LOS ANGELES, CAL.

Traffic Managers and National Distributors

We will forward when requested, Cartage Tariff, Less Carload rates from Los Angeles, Pool Car Distribution rates, Booklet describing our warehouse service.

Insurance rate
18c per \$100.00
per year.



Warehouse No. 9



Warehouse No. 1

Union Terminal Warehouse Company

LOS ANGELES, CAL.

WEST COAST WAREHOUSE CO. OF LOS ANGELES MERCHANDISE STORAGE DISTRIBUTION

Ample Trackage
Efficient Service
Central Location

Address—
Sixth and Utah Sts.
LOS ANGELES

E. Jordan Brookes, Owner and Manager.



SAN DIEGO, CAL.

WE SOLICIT YOUR
SHIPMENTS AND POOL CAR
DISTRIBUTION

PRUDENTIAL STORAGE AND MOVING CO.

LOS ANGELES

OFFICE

941 W. 16th St.

SAN DIEGO

OFFICE

962 Second St.

THREE WAREHOUSES—PRIVATE R.R. SIDINGS
Members Pacific Coast Furniture Warehousemen's Ass'n.
National Furniture Warehousemen's Ass'n.

OAKLAND, CAL.

BEKINS

Fire Proof Storage

DISTRIBUTORS

California Shipments Promptly
Handled

FRESNO 1248 Van Ness Ave. SAN FRANCISCO 13th and Mission OAKLAND 22nd and San Pablo
LOS ANGELES, 1335 South Figueroa St.

SAN FRANCISCO, CAL.

BEKINS

Fire Proof Storage

DISTRIBUTORS

California Shipments Promptly
Handled

FRESNO 1248 Van Ness Ave. SAN FRANCISCO 13th and Mission OAKLAND 22nd and San Pablo
LOS ANGELES, 1335 South Figueroa St.

OAKLAND, CAL.

LAWRENCE

WAREHOUSE COMPANY



SACRAMENTO, CAL.

CAPITAL VAN AND STORAGE CO.
SACRAMENTO
FIREPROOF STORAGE
GENERAL DISTRIBUTORS

SAN FRANCISCO, CAL.

Consign to

THE HASLETT WAREHOUSE CO.
60 California St., San Francisco

Pioneer in the Warehouse and Distribution
Business.

Operating in the Logical Distribution Center of
the Pacific Slope with
Complete Warehouse and Drayage Facilities.
Low Insurance Rates.

S. M. HASLETT
President

P. E. HASLETT
Secretary

SACRAMENTO, CAL.

LAWRENCE

WAREHOUSE COMPANY



SAN FRANCISCO, CAL.

LAWRENCE

WAREHOUSE COMPANY



The Men Who Distribute
Union Matches

Read DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index

The Men Who Distribute
Frost Insecticide

Read DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index

Moral—Use Warehouses

SOME one once remarked that among the names of the greatest inventors should be that of the man who invented interest. Perhaps the same list should include the inventor of discount. An interesting story is told of a manufacturer of electrical appliances who used in his factory a material which was quite valuable, in fact so much so that he found his working capital insufficient to meet his needs and as a result his credit began to be impaired. The producer of this material usually sold it on terms, sixty days net or 3% discount for cash in ten days.

As considerable quantities were used by this manufacturer he evolved this plan: He arranged with his local bank to loan him sufficient money on negotiable warehouse receipts to pay the manufacturer. This enabled him to buy in carload lots and thus secure a lower price. The 3% saved paid all the warehouse charges and bank interest and left a very tidy sum at the end of the year. **RESULT—Everybody Happy.—Sid Smith.**

SAN FRANCISCO, CAL.



Distribute Thru San Francisco

Giving your customers the advantage of prompt delivery from local stock.

Our modern fireproof storage warehouses having spur track connections to all railroads are located in the wholesale district, convenient to docks and railroads for reshipping. Our automobile truck delivery service insures prompt and efficient delivery of your merchandise.

We furnish whatever clerical service you desire.

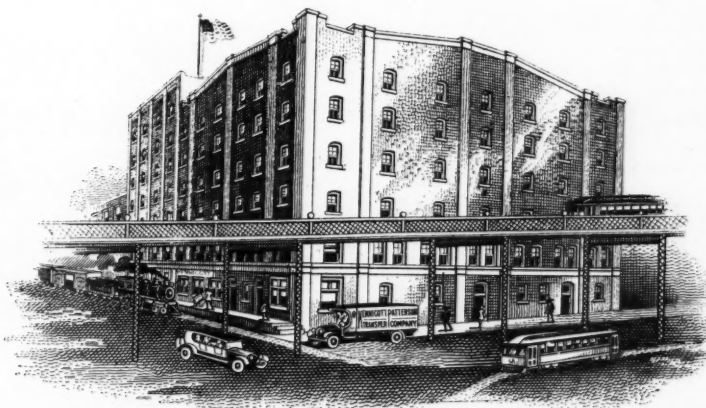
Let us handle your San Francisco shipments.

SAN FRANCISCO WAREHOUSE CO.

625 Third Street, San Francisco, California

DENVER, COL.

Free
Switching
From and to All
Roads
Entering
Denver



Members
C W C
A W A
N F W A

To Sell West—Store West

Nowadays, when every sale is the outcome of a lively scrap with several competitors, it's wise to get the goods onto the customer's shelves before he cools off.

Back up your salesman on the Colorado, Utah, New Mexico and Wyoming territories with a plentiful stock in our warehouse. We can reach practically any point in those states twenty-four hours after receiving instructions.

In Denver, our fleet of 42 vehicles cuts delivery time to two hours.

Our platforms accommodate twenty cars at once. We are in the heart of the jobbing district, and only three blocks from the farthest freight station. Office accommodations for brokers. Household goods stored. Every other service a warehouse can render.

The Kennicott-Patterson Transfer Company

1700—16th Street

Half block from Union Station

Denver

Colorado

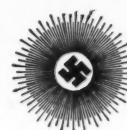
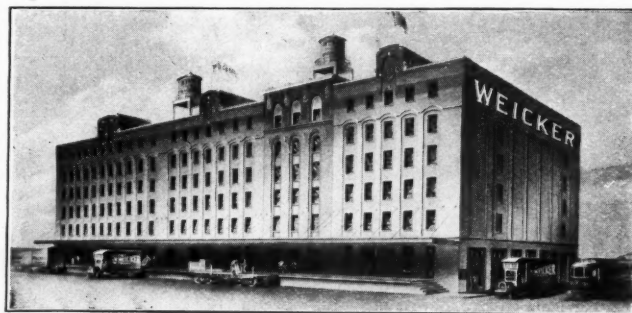
DENVER, COL.

When You Need SERVICE in Denver and vicinity

*we are the distribution and warehousing
specialists who can serve you best*

Our vast experience as receivers, forwarders and distributors has fitted us to handle your every requirement in the most satisfactory way.

Our spacious warehouses located within a short haul of all local freight depots, the wholesale and retail district, and connected by track with every railroad entering Denver, is at your disposal—comprehensive service and full protection at extremely low rates.



We are thoroughly equipped to distribute General Merchandise, Heavy Machinery, Household Goods.

Write our traffic expert for full information on all your shipping problems in this territory. He will be glad to help you—we will be glad to serve you.

THE WEICKER TRANSFER & STORAGE COMPANY

1700 Fifteenth Street
Denver Colorado

TRINIDAD, COLO.

Pople Transfer & Storage Co.

General Hauling
Moving, Packing and Storing of
Furniture and Pianos

748 West Main Street

The Men Who Distribute

Crystal Domino Sugar

Read DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index

The Men Who Distribute

Mohawk Condensed Milk

Read DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index

BRIDGEPORT, CONN.

THE BRIDGEPORT STORAGE WAREHOUSE CO.

No. 10 Whiting Street

Merchandise and Household Goods
Warehousing and Distribution
Private siding—Free switching
Low Insurance—Prompt Service

BRIDGEPORT, CONN.

Frank E. Ballard, President D. F. Burrie, General Manager

THE GENERAL WAREHOUSING CO.

BRIDGEPORT, CONN.

New York, Pier 52½ N. River

A modern fireproof warehouse with direct
rail and wharf facilities.

A complete distribution service throughout
Southern New England to consumer's
door.

A fleet of trucks in Southern New England.

A steamship line between New York and
Bridgeport.

A fleet of trucks in the metropolitan district.

Pool Car Distribution.

HARTFORD, CONN.

Established 1850

Incorporated 1908

Ship Freight in Care of
**The Bill Brothers
 Company**

**GENERAL TRANSFER AND
 FORWARDING AGENTS**

46 Ann Street, Hartford, Conn.

Superior Facilities for the Moving of Machinery, Safes, Furniture, Pianos, Etc. Household Effects of Every Description Properly Packed for Storage or Shipment

STORAGE WAREHOUSES

With Separate Apartments for Household Goods and Private Railroad Siding for Carload Shipments

HARTFORD, CONN.

FURNITURE STORAGE

SEND US YOUR SHIPMENTS
 Crating, Packing Pianos, Furniture and China
 Our Specialty

BARTLETT BROS.
 212 Asylum St., Hartford, Conn.

HARTFORD, CONN.

Tel. Connection Office: 335 Trumbull St.

Safety Vaults for Silverware

GEORGE E. DEWEY & CO.

JOSEPH M. FELCHAT Proprietor
 Local and Long Distance
 FURNITURE AND PIANO MOVING

Packing, Crating and Shipping of
 PIANOS, FURNITURES, CHINA
 Only Fireproof Storage Warehouse in Hartford

HARTFORD, CONN.

Est. 1892

HARRIS EXPRESS

Tel. 2-2611

I. PASTERNAK, Prop.

89 MORGAN STREET, HARTFORD, CONN.

Moving, Hauling and General Trucking

We specialize in loading, unloading and reconsigning
 of carload shipments.

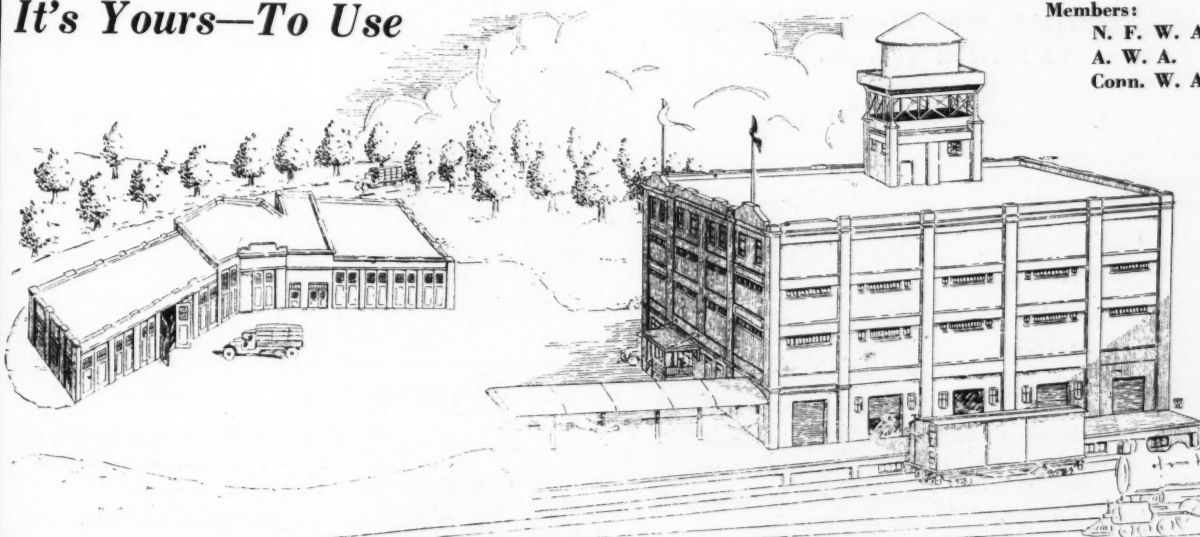
The Men Who Distribute

Bixby's Blacking

Read **DISTRIBUTION & WAREHOUSING**
 and consult the Shippers' Index

HARTFORD, CONN.

It's Yours—To Use



Members:

N. F. W. A.

A. W. A.

Conn. W. A.

Hartford Despatch & Trucking Co., Inc.

Hartford, Conn.

Movers — Forwarders — Warehousemen

NEW HAVEN, CONN.

THE SMEDLEY CO.

165-181 Brewery St.

FIREPROOF STORAGE WAREHOUSE
ALL PRIVATE ROOMSPacking, Shipping, Storage of Household Goods Exclusively.
Trucking of All Kinds and Capacities.

NEW LONDON, CONN.

B. B. Gardner Storage Co., Inc.

18 BLACKHALL STREET

PIANO AND FURNITURE PACKER, MOVER
AND SHIPPER

Safe Mover—Freight and Baggage Transfer—STORAGE

WATERBURY, CONN.

The Ralph N. Blakeslee Company

Est. 1859

Storage { Furniture Trucking { Local and
 { Merchandise { Long Distance

Large Padded VANS for Furniture Moving

Members N. F. W. A.

WATERBURY, CONN.

Waterbury Storage CompanyJohn Moriarty, Inc., Prop.
Est. 1877

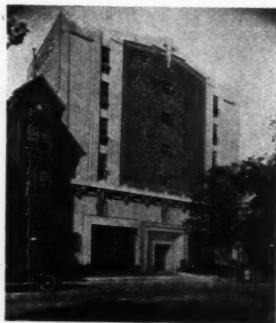
127 East Main St.

Elevators Fireproof Buildings Cap. 562 Rooms
Members N. F. W. A.

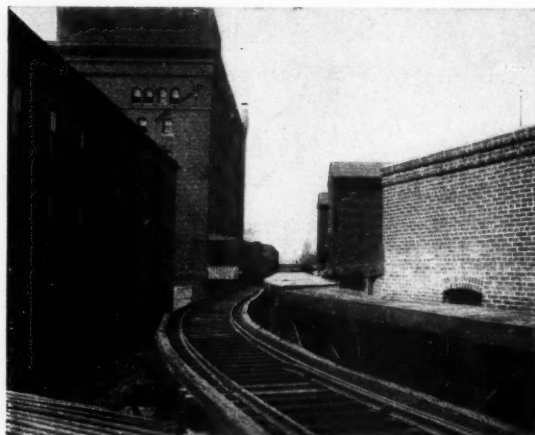
WASHINGTON, D. C.

Metropolitan Warehouse Company
50 Florida Ave., N. E.Designed, constructed and operated for the economical
handling of high grade merchandise and household effects.
Storage and distribution. One block from B & O RR yards.
Centrally located. Motor Truck Service.

WASHINGTON, D. C.

**Fireproof
Construction
Service-
Promotion**Regular Long Distance
Hauling
Baltimore to New York
and
Way Points-Services**Smith Transfer & Storage Co.**1313 You Street, Washington, D. C.
MEMBERS N. F. W. A.The Men Who Distribute
"None Such" Mince MeatRead DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index.

WASHINGTON, D. C.

When in need of Merchandise Ware-
house Service of any kind in

WASHINGTON, D. C.

Call on Us

The Terminal Storage Co.

of District of Columbia

First and L Streets, N. E.

B & O Sidings to Warehouses

WASHINGTON, D. C.

UNITED STATES STORAGE CO.

418-420 TENTH STREET, N. W.

MEMBERS:

National Furniture
Warehousemen's AssociationEfficient and Courteous
Service

Modern Fireproof Warehouse

We send our check *immedi-
ately* upon receipt of bill of
lading, for your charges.Member:
American Warehousemen's Assn.

Distributors of Pool Cars

JACKSONVILLE, FLA.

Delcher Bros. Storage Co.

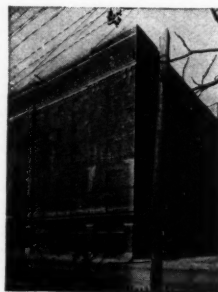
459-61-63-65 Riverside Avenue

FIREPROOF WAREHOUSE

Low Insurance Rate.

We Move, Pack, Store and Ship
Household GoodsDistributing Pool-Car a
Specialty

FLORIDA'S LARGEST

Shippers of Automobiles
for TouristsMember National Furniture
Warehousemen's Association

JACKSONVILLE, FLA.**UNION TERMINAL
WAREHOUSE COMPANY**

EAST UNION and IONIA STREETS

55 Rental Compartments Track Capacity 52 Cars

Building of reinforced concrete with sprinkler system.
Low Insurance Rate. Sub-Post Office and branch
Western Union Telegraph. Joint Railroad Agent.
L.C.L. freight loaded direct for line of road.

**GENERAL MERCHANDISE STORAGE
AND FORWARDING**

Special attention to handling of pool cars.

LAKELAND, FLA.**YARNALL TRANSFER & STORAGE COMPANY**

Located in the center of the railroad and hard road district
of South Florida.

If you are interested in making a 24 hour quicker delivery
to your customers than you are now doing, write us.

Moving Packing Storing Distributing

MIAMI, FLA.**The John E. Withers Transfer &
Storage Co., Inc.**

will give your shipments careful attention. Fireproof Warehouse.
Facilities for distribution of pool cars. Moving, packing, ship-
ping and storing Household Goods and merchandise.

Private Trackage Motor Equipment

1000-12 N. E. First Ave., Miami, Fla.

PENSACOLA, FLA.**Ferriss Warehouse & Storage Co.**

HARRY P. FERRISS, PRES.

Receiving and Warehousing of General Merchandise in car-
loads or less than carloads.
Merchandise stocks carried and records kept for out-of-town
concerns.

Cor. Chase & Alcinez Streets

PENSACOLA, FLA.**PENSACOLA, FLA.**

Storage—Distribution—Forwarding
Merchandise Only

Prompt Service—Accurate Accounting

THE M. F. GONZALEZ COMPANY

The Men Who Distribute
**Keystone Wire & Steel
Products**

Read **DISTRIBUTION & WAREHOUSING**
and consult the Shippers' Index

The Men Who Distribute
Chester Paper Products

Read **DISTRIBUTION & WAREHOUSING**
and consult the Shippers' Index

ATLANTA, GA.

HOUSEHOLD GOODS EXCLUSIVELY
THE MOST MODERN WAREHOUSE IN THE SOUTH

ATLANTA, GA.**B. U. JONES
TRANSFER & STORAGE CO.**

Merchandise Storage and Distribution. Household goods
packing and storage. Carloads a specialty. Centrally
located.

109-111 PETERS ST.

ATLANTA, GA.

MORROW
Transfer & Storage Company
**HOUSEHOLD GOODS and COMMERCIAL
STORAGE**

Distributors—R.R. Trackage—Carloads a Specialty
Main Office: 177-79 Marietta St. Warehouses: 68-80 Means St.

ATLANTA, GA.**NATIONAL
Bonded Warehouse**

Atlanta's Newest and Largest Warehouse

STORAGE and DISTRIBUTION

Liberal Cash Advances Made on Storage

"Bonded for Your Protection"

ATLANTA, GA.

SECURITY WAREHOUSE COMPANY

ATLANTA, GEORGIA

STORAGE



DISTRIBUTION

MERCHANDISE ONLY

ATLANTA, GA.

JOHN J. WOODSIDE STORAGE CO., Inc.

Established 1891

Office: 239-241 Edgewood Avenue, Atlanta, Georgia

STORAGE—MOVING—PACKING—SHIPPING

HOUSEHOLD GOODS AND PIANOS EXCLUSIVELY

Our Three Warehouses Are Convenient to All Freight Depots



We will give your customer the right kind of service at this end and your interests will be well protected

SAVANNAH, GA.

Savannah Bonded Warehouse and Transfer Co.

General Storage—Re-Consigning
Distributing—Forwarding
Prompt and Efficient Service
Exceptional Facilities
Custom House Brokers

Track Connections with all Railroads and Steamship Docks

Members American Chain of Warehouses
Members American Warehousemen's Association

R. B. YOUNG, President

302-316 Williamson Street Savannah, Ga.
P. O. Box 985

AUGUSTA, GA.

JAS. H. HOLLINGSWORTH

Established 1900

THE HOLLINGSWORTH WAREHOUSES STORAGE, DISTRIBUTION AND FORWARDING MERCHANDISE ONLY

We are in a position to render quick and efficient service. Located in the heart of the wholesale district and most convenient to all freight depots.

Private siding connecting with all railroads.

556 & 558 Walker Street

602 to 616 Sixth Street

SAVANNAH, GEORGIA

Savannah Distributing Company

MERCHANDISE STORAGE
TRACKAGE FACILITIES TO PLATFORMS
FIRE-PROOF STORAGE

Insurance Rate 60c per Hundred

Special Attention To Pool Cars
Low Storage and Handling Rates

ADJACENT TO WHOLESALE DISTRICT.
CONVENIENT TO ALL S. S. TERMINALS.

The Men Who Distribute

Climalene

Read DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index

BOISE, IDAHO

PEASLEY
TRANSFER & STORAGE COMPANY
 STORAGE, TRANSFER AND FORWARDING
 NINTH AND GROVE STREETS

POCATELLO, IDAHO

Garrett Transfer & Storage Co., Inc.

Storage, Distributing,
 of Merchandise.

Pool Cars a Specialty.

Write for Rates

Pocatello, Idaho

Moral—Use a Public Warehouse

AN eastern manufacturer found it necessary to carry a stock in the middle west and for the sake of economy decided to locate a branch warehouse in a small town. He found a warehouse which seemed to meet his requirements which he could rent for a term of years very cheap. His shipping clerk cost him \$30 per week and other expenses such as supplies, heat, telephone, extra help, etc., about \$75 per month. All of these expenses seemed to be as low as could be expected and it apparently was a satisfactory arrangement. A survey of his business, however, indicated that the total movement through this branch amounts to only about 15 cars and as his expense sheet shows expenses as follows:

Rent, 12 months @ \$50.....	\$ 600
Salary, 52 weeks @ \$30.....	1,560
Misc. Expense, 12 months @ \$75..	900
Total	\$3,060

It shows a cost per car of over \$200.

The estimated cost of handling his product through first class public warehouses is \$60 to \$75.—*Sid Smith.*

CAIRO, ILL.

**Cairo Storage
 and Forwarding Company**
 CAIRO, ILLINOIS & MOUNDS, ILLINOIS
Incorporated—Bonded—Licensed
 COAST TO COAST SERVICE BY WATER OR RAIL
 SHIP US YOUR POOL CARS FOR DISTRIBUTION
 ALL RATES BREAK ON CAIRO

BLOOMINGTON, ILL.



Here Is Your New Bloomington Branch

That desire you have long had, to distribute to the center of the Middle West economically and swiftly, is about to be satisfied.

You only need place a stock on our floors, and send us a list of your accredited customers. Then they may order from us direct, receiving their goods with surprising promptness, in excellent condition.

We can deliver to practically any point in Illinois in one day; in the adjacent states in one or two. Five trunk lines are connected by rail with our platforms, and switching is gratis.

Our building is fire-resistant, sprinkled, immaculately clean. Our local delivery provides thirty-minute connection with four of the best jobbing houses in the state.

Refer to Fels & Co., The Sharples Separator Co., The Montauk Metallic Bed Co., or the American Sugar Refining Co., for a statement of the service we render.

Name the commodity you manufacture or distribute, and find how reasonable our rates are. Name the field absorbing your product and learn how we are able to reach it at low cost. Dictate the letter before you turn the page.

The
JOHNSON
TRANSFER & FUEL CO.

Office, 401-403 Center St.

CAIRO, ILL.

Glynn's

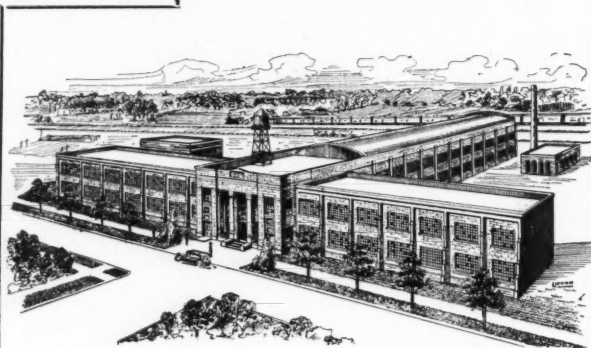
TRANSFER and FIREPROOF STORAGE

MOVING—PACKING—SHIPPING—STORING
DISTRIBUTING POOL CARS

Private Siding—Trucking Service—Member N.F.W.A.

The Only Storage Firm in the City Who Own Their
Fireproof Building

CHAMPAIGN, ILL.



C. M. CALDWELL STORAGE COMPANY

Fireproof Merchandise Warehouse Five
Blocks from Business Center Free Switch-
ing on all Railroads.

40,000 square feet. Private siding on Illinois
Central R. R. Pool Car Distributors.

1002 N. Market St. Champaign, Ill.

CHAMPAIGN, ILL.
URBANA, ILL.

WAGNER & SON

TRANSFER—PACKING—STORAGE

Packers and Shippers for the TWIN CITIES

Logan & Water Sts. Champaign, Ill.

The Men Who Distribute

Konstructo Toys

Read DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index

CHICAGO, ILL.

BEKINS

HOUSEHOLD SHIPPING COMPANY

Reduced Rates on Household Goods, Automobiles
and Machinery

General Offices, 805 BEDFORD BLDG., Chicago
NEW YORK, BOSTON, BUFFALO, CINCINNATI

CHICAGO, ILL.

CENTRAL STORAGE & FORWARDING CO.

2001 West Pershing Road

Operating

CHICAGO'S FINEST MERCHANDISE WAREHOUSES

On the great Chicago Junction Railway—In the world-
famous Central Manufacturing District—The geographical
center of Chicago.

No Switching Charges—No Cartage—No Delays.
650,000 square feet of fireproof space. Insurance rate 7½c.

No Trap-Cars Here
L. C. L. Freight Loaded Direct to Destination
WHY NOT USE THE BEST FACILITIES?

CHICAGO, ILL.

Before you decide on your
Chicago Warehousing connections,
investigate the facilities and service
of the —

Continental Warehouse Co.

416-434 West 12th Place — Chicago

*Sprinkled warehouses in the heart
of the freight terminal district*

CHICAGO, ILL.

Currier-Lee Warehouse Co.

427 West Erie St., Chicago, Ill.

MERCHANDISE STORAGE EXCLUSIVELY

MODERN BUILDINGS
CONVENIENT LOCATION
UP-TO-DATE METHODS
ADEQUATE FACILITIES
LOW INSURANCE RATES
EXPERIENCED EMPLOYEES

CHICAGO, ILL.

CHICAGO'S POOL-CAR DISTRIBUTORS
Mark your consignments for

The DREXEL STORAGE & TRANSFER COMPANY

4837-4839 Cottage Grove Ave., Chicago, Ill.

If Your City Isn't Represented Here

Put it on the shippers' map by
inserting your card in this space.

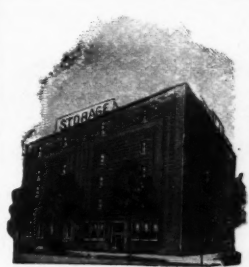
CHICAGO, ILL.

EMPIRE STORAGE COMPANY

Fireproof
Warehouses
For Household Goods
(Established 1891)

Carloads billed to our house track on Illinois Central Railroad at Fifty-first Street can be unloaded direct to our warehouse floor.

Low distribution rate on pool cars.



"Ship the
Empire Way"

EMPIRE STORAGE
COMPANY
52ND ST. AND COTTAGE
GROVE AVE.

MEMBER
National Furniture Warehouseman's Assn.
Illinois



CHICAGO, ILL.

HARDER'S

Fireproof Storage & Van Co.

Largest System of Fireproof Storage Warehouses in the
United States

HOUSEHOLD GOODS

This large group of modern storage plants, each located with a view to rapid and efficient handling of household goods and merchandise, should be on your list if you insist upon service.

We are expert handlers of household goods. In every branch of packing, moving, storage and shipping we excel. Safety deposit and silver vaults. Pool car distribution and city delivery service.

We remit promptly upon receipt of B/L

MERCHANDISE

Our merchandise storage and distribution facilities include private switches and sidings. Free switching. No haulage charges. Our shippers are always satisfied in their transactions with us.

Pool Car Distributors

Members N. F. W. A., A. W. A.,
Ill. W. A.

OAKLAND
Fortieth Street and Calumet Ave.
KENWOOD
4714-16 Cottage Grove Ave.
WOODLAWN
1117-19 East 63rd St.
ENGLEWOOD
6154-56 Wentworth Ave.
STONY ISLAND
6824-26 Stony Island Ave.
BROADWAY
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Harder's Fireproof
Storage & Van Co.

General Offices
40th St. and Calumet Ave.
Chicago



CHICAGO, ILL.



G and W Service

THE MOST COMPLETE,
EFFICIENT AND ECONOMICAL
WAREHOUSING AND DISTRIBUTION
SERVICE IN
CHICAGO

No commissions to Storage Brokers

GRISWOLD & WALKER, Inc.

1501 South Peoria Street

CHICAGO, ILL.

ESTABLISHED 1874

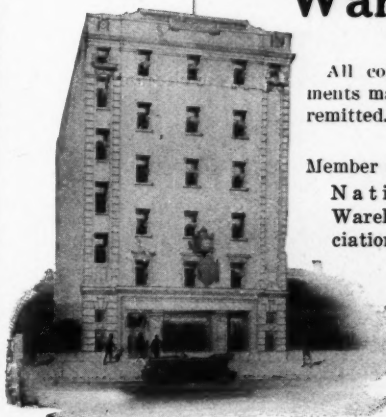
HEBARD

Storage
Warehouses

All collections on ship-
ments made to us promptly
remitted.

Member of

National Furniture
Warehousemen's Asso-
ciation, Illinois, New
York and
Southern
Warehouse-
men's Asso-
ciation.



Our Seventh Warehouse

on 6331-33 Broadway, near Devon Avenue, which will handle all
Rogers Park or North Shore shipments.

Warehouses A-B-C-D, West Side, Ogden and Winchester Aves.
Warehouses E-F, North Side, Sheridan Road and Sheffield Ave.
Warehouse G, North Side, Broadway near Devon Ave.

CHICAGO, ILL.

KESSEL BROS.

STORAGE WAREHOUSES

100,000 SQUARE FEET

Our two warehouses, manned by bonded and experienced warehousemen, offer much to you in the storage, moving, packing and shipping of household goods.

Our service and facilities plus two locations convenient for South Side distribution make it possible to quote unusually favorable rates. We distribute pool cars and transfer lots promptly. Truck and van service.

Consign to us in carload lots via the Chicago Junction Railroad—on less than carload lots consign to Englewood Station. We remit promptly on collections. References: Dun's, Bradstreet's or your bank.

We guarantee satisfaction and invite correspondence.

We Reciprocate on Shipments

KESSEL BROS.

Warehouse "A"
2-12 East 41st St.

General Office
4033 State Street

Warehouse "B"
3836-3850 Indiana Ave.

CHICAGO, ILL.

"NO DELAYS"

Edward Lasham Co.

Merchandise Storage

Pool Car Distributors

Teaming and City Delivery

Seventy-Five Motor Trucks and Wagons

No Delays

Downtown Modern Warehouse

Switch Track Connections with All Roads

EDWARD LASHAM CO.

1559 S. State St.
Chicago
Illinois



CHICAGO, ILL.

M & E WAREHOUSE COMPANY

PERSONAL service warehouse acting as your Chicago branch or agent. Merchandise storage and distribution. Cartage contractors. 10-car private switch connections with all railroads. Trap car service. Members Illinois Warehouse Association. Reshipping to all parts.

Formerly
Mitchell &
Ehninger

OWEN J. McALOON, President
1823 to 1847 South Canal Street
CHICAGO, ILLINOIS

CHICAGO, ILL.

MAHIN

SHIPPING AND STORAGE WAREHOUSE

Merchandise and Automobile storage. Ideal location for south side distribution. Direct connection with all railroads. Prompt and efficient service. Truck Fleet. Consign to us and let us assist you in reducing distribution costs on the south side of Chicago. Fifteen years in the business.

WE KNOW HOW
MAHIN

SHIPPING AND STORAGE WAREHOUSE
131 West 63rd St., Chicago, Ill.
Phone: Went. 2838

CHICAGO, ILL.



MIDLAND WAREHOUSE & TRANSFER CO.
MERCHANDISE STORAGE and DISTRIBUTING
15th St. and Western Ave.
Chicago, Ill.

WAREHOUSES
NO. 1 43rd AND ROBEY ST.
NO. 2 15th PL. AND WESTERN AVE.
NO. 3 15th ST. AND WESTERN AVE.

No Cartage
or Trap Car
Delays
in Making
L. C. L.
Shipments

CHICAGO, ILL.

Very Low
Insurance Rates

CM&STP Ry. Track
Inside Buildings

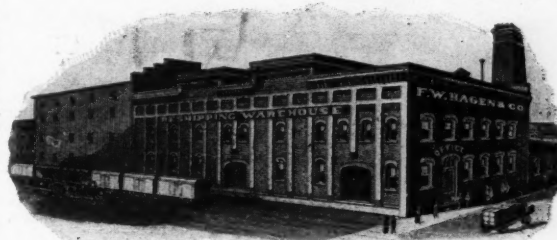
The Ontario Warehouse Co.

Ontario & Kingsbury Streets,

FROSTPROOF MERCHANDISE STORAGE

SERVICE is not a matter of big things alone,
but of a multitude of things, many of them
small, that contribute to a result that is more
than just satisfactory.

CHICAGO, ILL.



RESHIPPING WAREHOUSES

Branch	Grand Crossing	Branch
Harvey, Ill.	L. C. L. without cartage	So. Chicago, Ill.
Phone 46	Daily Trap Cars	Phone 367
	H. P. 3109—Midway 4940	

LUMBER AND YARD STORAGE OFFICES
DERRICKS, SPACE, TRACKAGE
AUTOMOBILES, TRUCKS, TRACTORS
STEEL AND HEAVY PRODUCTS

Merchandise of All Kinds

No congestion. Modern facilities. All within the Chicago
Switching District. Milling in Transit Privileges. Write or
wire—F. W. Hagen & Co., 1131 East 77th St., Chicago, Ill.

P. A. HALLBERG, Manager

CHICAGO, ILL.

Railway Terminal & Warehouse Company
444 W. Grand Ave.

Merchandise Storage

Located in the heart of the wholesale district.
Especially convenient for the warehousing of
spot stocks for distribution among the wholesale
grocers.

Side track facilities with free switching from all
railroads entering Chicago.

Modern Building—Low Insurance Rates
Use Our Service

CHICAGO, ILL.

Soo Terminal Warehouse

Chicago, Illinois

Storage and Distribution of Merchandise Centrally
Located

Make Your Out-of-Town Shipments Without Cartage
Via Chicago Tunnel. Absolutely Fireproof

"The Economical Way"

W. G. Morgan, Manager 519 W. Roosevelt Road

CHICAGO, ILL.

Have Your Own Transfer Representative In Chicago

IF you desire to make store door delivery in
Chicago, you should use our facilities. If
you will load your shipments for Chicago and
points beyond so as to make a carload, we will
distribute and re-ship the consignment. Send
us parcels and packages in any quantity for
delivery and re-shipment by freight, express
or parcel post for Chicago and beyond.

We team freight to connecting lines for loading
in through cars the same day unloaded.

Our representatives are at depots and docks.

Your agents and your customers save time and
annoyance, if shipments are sent in our care.

Ask any railroad freight man about us.

Members of the Credit Men's Association.

Authorized Railroad Freight Transfer Agents.

**Jos. Stockton
Transfer Co.**
1020 So. Canal St.
Chicago, Ill.

JOSEPH STOCKTON & CO.

CHICAGO, ILL.



When you
want a
WAREHOUSE

AT

CHICAGO,

Write or
ire
ESTERN



SAVE TIME, MONEY and WORRY

in reaching your Western customers by using the up-to-date storage and traffic facilities of the *Largest Public Warehousing Unit West of the Atlantic Seaboard.*

HALF A MILLION square feet of the best floor space in Downtown Chicago devoted exclusively to the "open" storage of Quality merchandise. Insurance, 18.9c per \$100 per annum.

"At the Edge of the Loop," close to Chicago trade.

Write us now; we know how.

STOCKS CARRIED for local and out-of-town concerns. Storage-in-transit. Prompt rail reshipments anywhere, without cartage. Pool cars broken. Automobile storage and reshipment a specialty. Negotiable Receipts issued.

WESTERN WAREHOUSING COMPANY

MERCHANDISE WAREHOUSES
POLK STREET TERMINAL, PENNSYLVANIA SYSTEM

Telephone Harrison 6350

CHICAGO

WILSON V. LITTLE, Superintendent



CHICAGO, ILL.

TOOKER STORAGE & FORWARDING CO.

MERCHANDISE WAREHOUSEMEN

Pool Cars Distributed
Minimum Handling Expense
Building Equipped
With Sprinkling System
Motor Truck Service

New York Office
and
Warehouse:
28th St. & 11th Ave.
Erie R. R. Tracks
Tel. Chelsea 7845-7846

Chicago Office
and
Warehouse:
Clark & 14th Sts.
Erie R. R. Tracks
Tel. Victory 2360-2429

DECATUR, ILL.

Decatur's Pool Car Distributors
Private Switch for Merchandise Consignments

HAMMAN BROS.

TRANSFER—STORAGE—PACKING—SHIPPING

Members N. F. W. A., I. F. W. A., C. W. A. of Ill.

William & Broadway St.

Decatur, Ill.

DECATUR, ILL.

MERIDITH STORAGE CO.

320-350 E. Cerro Gordo

STORAGE AND DISTRIBUTION

Railroad frontage. Three blocks to all freight depots.

VANS—TRUCKS—DRAYS

Member I.F.W.A.—N.F.W.A.—C.W.A.—I.A.W.

DANVILLE, ILL.

Danville Transfer & Storage Co.

C. B. Hall, Pres.

G. W. Orr, Secy. & Treas.

The only fireproof warehouse in Danville. Storage for household goods and Merchandise Distributing. Conveniently located in the heart of the wholesale district. Private siding to warehouse, and free switching from all railroads.

Low Insurance Rate

Danville is the breaking point of Eastern and Western Classification of freight rates, making a most convenient point for the distributing or storage of carloads.

Members American Chain of Warehouses.
Members National Furniture Warehousemen's Assn.
Members Illinois Furniture Warehousemen's Assn.

ELGIN, ILL.

CONSIGN TO US

TO REACH THE FOX RIVER VALLEY

We are located at the entrance to one of the most prosperous agricultural and dairy sections in the country—convenient to nearly a hundred good sized towns.

By interurban and rail connections we handle promptly cars of merchandise and household goods consigned to us. Several modern plants for storage are available.

Consign to us. We know how.

Elgin Storage & Transfer Co.

60-62 RIVER STREET

ELGIN, ILL.

MOLINE, ILL.

Fireproof Warehouse

Freight Distributors for Moline, Rock Island, East Moline and Silvis, Ill., Davenport, Iowa and Upper Mississippi Valley

Send your freight to us at Moline for distribution as we are in the center of the group of cities here and the haul will be shorter. We have our own private track at the warehouse and our own team track. Forwarding and reconsigning.

Crandall Transfer & Warehouse Company
1205-1209 Fourth Ave. Moline, Illinois

THE advertiser

Who gets cold feet now

Will be cold all over

Two years from now.

—The Credit Monthly

PEORIA, ILL.

National Warehouse Co., Inc.

1321-1335 So. Washington St., Peoria, Ill.

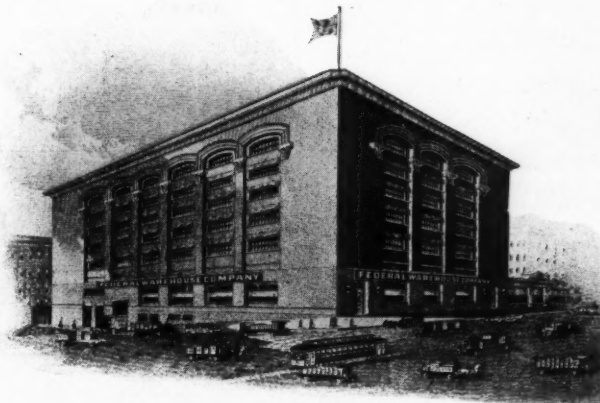
FIRE PROOF STORAGE

75,000 Square Feet Storage Space

Storage, Distributing, Forwarding
of
Merchandise & Household Goods

Capital \$300,000

PEORIA, ILL.

WHERE THE WEST BEGINS

125,000 FEET OF FIREPROOF STORAGE SPACE

FEDERAL WAREHOUSE COMPANY

LARGEST FIREPROOF WAREHOUSE OUTSIDE OF CHICAGO

Storage and Distribution of Merchandise and Household Goods

14 RAILROADS
2 STEAMBOAT LINES
2 ELECTRIC LINES
LACK OF CONGESTION
LOW INSURANCE
OUR ORGANIZATION

} = **SERVICE**

Federal Warehouse Company,

Peoria, Illinois

ROCK ISLAND, ILL.

**A Safe Depository for Merchandise
and Household Goods**



Private Switch for 4 Cars
C. B. & Q., C. R. I. & P. & C. M. & St. P. Ry.

**DISTRIBUTORS and FORWARDERS
FOR
ROCK ISLAND and MOLINE, ILL.
DAVENPORT, IA. and the MIDDLE WEST**

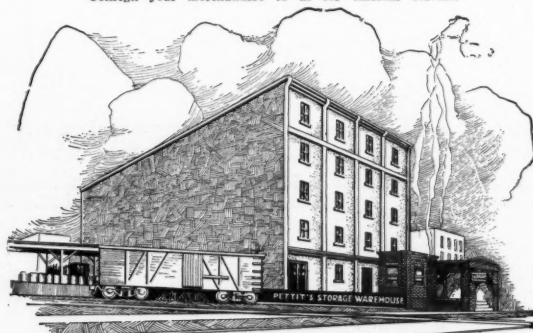
**ROCK ISLAND
TRANSFER & STORAGE CO.**
101-5 Seventeenth Street Rock Island, Illinois

FORT WAYNE, IND.

Located in Center of Business District

PETTIT'S STORAGE WAREHOUSE CO.
"FIREPROOF"

STORAGE, TRANSFER, DISTRIBUTION
Merchandise Warehousing and Forwarding and Sample Space
SERVICE COUNTS
We have our own truck line and are equipped to make prompt deliveries.
EXPERIENCED MEN IN CHARGE
Special attention to Pool Car Distribution.
Consign your merchandise to us for efficient service.



PRIVATE SIDING

The Men Who Distribute

McDougall Kitchen Cabinets

Read **DISTRIBUTION & WAREHOUSING**
and consult the Shippers' Index

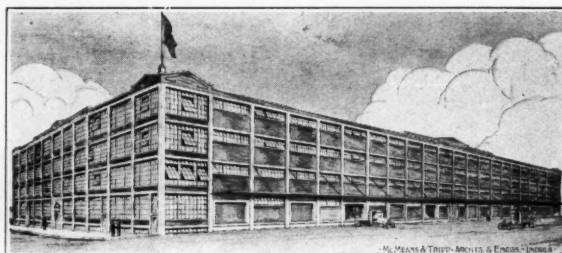
ROCKFORD, ILL.

"The Choice of the Greatest Industries"

INDIANAPOLIS, IND.

**Central
Public Warehouse Co.**

I. C. STROHM, PRESIDENT and MANAGER



Now erecting a complete fireproof
four-story warehouse building with
all modern equipment.

Pool cars handled by special system
of checking. Distribution by well
organized fleet of fifteen motor trucks.

**Centrally Located—Direct Trackage
On Pennsylvania Railroad**

FORT WAYNE, IND.

WALTER A. BORGMANN, Pres. CHRISTIAN F. BORGMANN, Sec'y-Treas.

BROWN TRUCKING COMPANY

MOVING, DISTRIBUTING, STORAGE
AND GENERAL TRANSFER

Pool Cars

Office 125 W. Columbia Street

FORT WAYNE, IND.

Fort Wayne Storage Company
FORT WAYNE, INDIANA

*General Merchandise
Storage and Forwarding*

INDIANAPOLIS, IND.

17 Years of Efficient Service

Henry Coburn Storage & Warehouse Co.

INDIANAPOLIS

Storage and Distribution of General Merchandise



Newly elevated tracks with drive-ways underneath. No delays to trucks during switching.

Most centrally located warehouse in city as to depots and wholesale district.

No goods exposed to weather. Inside trackage for 10 cars. Six electric elevators.

Elevated double track switch inside building and other improvements recently completed, costing \$104,500.00. Increased cool and dry space for potatoes, apples, etc., not requiring refrigeration.

Prompt delivery service with fleet of White trucks. Teams for hauling heavy machinery, etc.

FRANK F. POWELL, President and Manager

INDIANAPOLIS, IND.

HOGAN

"Goods for
Indianapolis
are Goods
for
HOGAN"

A modern fireproof plant that cost \$200,000 before the war. That means pre-war overhead, consequently lower rates.

Located an equal distance from, and near to the principal residence districts of a wealthy city. Every facility for the safe, convenient keeping of all household goods.

We are glad to act as receiving agents for furniture shipments. You may assure your client of perfect service on his arrival. Motor van service and heated rooms.

HOGAN TRANSFER & STORAGE CO.

Indianapolis

Indiana

INDIANAPOLIS, IND.

INDIANAPOLIS WAREHOUSE CO.

Our Service consists of—Warehouse for Manufactured Articles, Trucks for Drayage Equipment. Prompt shipment, and reports as you want them.

We are, in fact, ready to be your Shipping Department. Located in the heart of the U. S. A., within 12 to 24 hours of your customers in Indiana, Ohio, Illinois, Kentucky and Michigan. Insurance rate, 30c—extra hazardous goods not taken. Six-story and basement, heavy mill construction, sprinkler equipped, A. D. T. Watchman Service. 150,000 square feet heated to 60°. We solicit your business and refer you to any of our customers as to our ability to do it right.

Railroads:

Penna. Ry.; C. C. C. & St. L. Ry.; C. I. & W. Ry.; L. E. & W. Ry.; Ills. Central Ry.; C. I. & L. Ry.
18 Traction Freight Lines.

The Indianapolis Warehouse Co., Inc.

FRANK A. TODD, V. P. and Gen'l Mgr.

West New York and Canal

INDIANAPOLIS

INDIANA

INDIANAPOLIS, IND.

McNamara Bonded Warehouses

UNLIMITED SERVICE

ASSEMBLERS, FORWARDERS AND
DISTRIBUTORS OF POOL CARS

United States Government Bonded and Licensed Warehouse No. 60. Operating under Indiana Uniform Warehouse Receipts Acts of 1921. Indiana Warehouse Permit Class A.

Telephone
Circle 8407

946 West New York Street
Indianapolis, Indiana

Big Four
Sidings

INDIANAPOLIS, IND.

Est. 1895

OTTO J. SUESZ

WAREHOUSE WALNUT AND PINE STS.

Big 4. New York Cen. Lines. L. E. W. R. R. Siding.
Make your local and carload shipments in care of us and we
can make prompt delivery. All Auto Delivery.

PACKING SHIPPING STORAGE HAULING

INDIANAPOLIS, IND.

TRIPP**WAREHOUSE COMPANY**

MERCHANDISE STORAGE
AND DISTRIBUTION

MOTOR TRUCK DELIVERY

SOUTH BEND, IND.

WARNER WAREHOUSE COMPANYMerchandise
Distribution and Warehousing

Special attention given to the prompt and efficient handling of Pool Cars.
Negotiable Warehouse Receipts issued.

518-524 S. Pine St., SOUTH BEND, INDIANA

H. A. PRUYNE, Manager.

Members:

American Warehousemen's Assn., Central Warehousemen's Club, American Chain of
Warehouses.

SOUTH BEND, IND.

Phone Main 774

Woodworth's Storage and Transfer Line

FREIGHT TRANSFER AND HEAVY MACHINERY

Furniture Moved in Vans and Stored in Fireproof or

Mill Constructed Buildings

OFFICE: REAR ROBERTSON HOTEL, EAST WAYNE STREET

J. P. WOODWORTH, Manager

MEMBERS { National Furniture Warehousemen's Assn. SOUTH BEND, IND.
Indiana Transfer Men's Assn.

CEDAR RAPIDS, IOWA

Cedar Rapids Transfer Co.

Fireproof Warehouse Motor Truck Service

Distributing and Warehousing All Classes of
Merchandise, Household Goods and Automobiles

290,000 Square Feet Storage Space

KEEP IT UP!

One step won't take you very far, you've got to
keep on walking;

One word won't tell them what you are, you've
got to keep on talking;

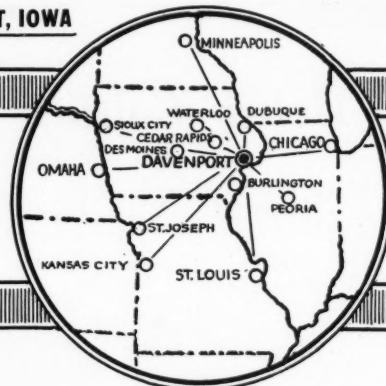
One inch won't make you tall, you've got to keep
on growing;

One little "ad" won't do it all, you've got to keep
'em going.

Sent to DISTRIBUTION & WAREHOUSING
by George S. Lovejoy, Vice-President of the
American Warehousemen's Association.

DAVENPORT, IOWA

Right
in
the



Center
of
Things

Davenport, Iowa, is a strategic point in the distribution of commodities in its location on the Mississippi River, which is a great medium in its regulation of freight rates.

Davenport, Iowa, is a great trade center; with the several adjoining states it is in the center of a distribution district reaching twenty million people.

We help "deliver the goods" at a minimum of expense, as a branch house, your distributing agent, or in entire detail, with fireproof storage and trackage.

We have figures to prove the economy of using our organization. Send for our circular showing comparative costs. The great saving of freight car loads to Davenport and local freight rates, in Iowa, Minnesota, Nebraska, Kansas, Missouri, etc., is of vital importance. We are anxious to help traffic managers. Write today.

Davenport, Iowa, member of American Chain of Warehouses, a guarantee of service, satisfaction and lowest prices, being a link of the Warehouse Chain—strictly fireproof Warehouse, located on trackage, in the heart of the wholesale and retail district, one to five blocks from all freight depots.

Ewert & Richter Express and Storage Co.

Davenport, Iowa

DAVENPORT, IOWA

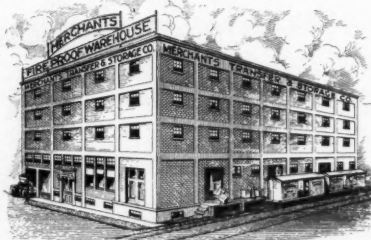
New Fireproof Warehouse

for

Merchandise
and
Household
Goods

Private R. R. Siding
Free Switching

Pool Car
Distributors

**Merchants Transfer and Storage Company**

Davenport, Iowa

The Men Who Distribute

Root Bee Supplies

Read DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index

The Men Who Distribute

Cook's Linoleum

Read DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index

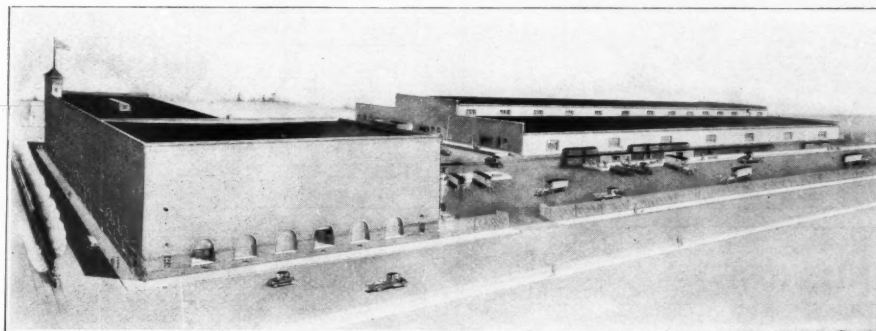
DES MOINES, IOWA

FRANK O. GREEN, President

LAWRENCE E. STONE, Secy.-Gen. Manager

BLUE LINE STORAGE COMPANY

200-226 Elm Street, Des Moines, Iowa



115,000 Square Feet Storage Space.

In the center of the wholesale district.

General Merchandise
STORAGE—DISTRIBUTION—FORWARDING
CARTAGE—HEAVY HAULING

Private tracks with capacity of 16 cars connect with all railroads entering Des Moines.

Free switching. Covered loading dock serves 20 trucks or teams simultaneously.

PROMPT SERVICE GUARANTEED

DES MOINES, IOWA



200 Package Cars leave Des
 Moines daily, furnishing
 24-hour service to sur-
 rounding territory.

Close to Iowa's Pocketbook

The per capita wealth for Iowa is \$3,539. The per capita wealth for the remainder of the United States is \$1,965.

No point in Iowa is over 12 miles from a railroad and Des Moines is only 200 miles from the geographic center of the United States.

By placing your spot stocks on our floors you can have 24 hour service to extreme Iowa points.

Was there ever a better chance for the Traffic Manager to give the Sales Staff solid backing?

Our service means easier sales next time the traveling man calls. Deliveries in good order mean bigger repeat sales.

Easily available stocks are turning faster, resulting in more frequent profits, the economy of using our service adds another width to your margin of profit.

MERCHANTS

TRANSFER & STORAGE CO.

Ninth and Mulberry Streets, Des Moines, Iowa

AWA

Members
NFWA

CWC

DES MOINES, IOWA

RED LINE Transfer & Storage Co., Inc.

*Merchandise and Furniture Warehouse
Distributors and Forwarders*

Send Your Pool Cars in Our Care
New Fire-Proof Warehouse
Teams or Auto Trucks for Hauling
Free Switching on All Railroads to Our
Warehouse

515 East Court Ave. Des Moines, Iowa

KANSAS CITY, KANSAS

THE INTER-STATE TRANSFER & STORAGE COMPANY

PACKING, MOVING, STORING AND SHIPPING

1106-8-10 North Fifth Street

L. J. Canfield, Proprietor Both Telephones 0075
We handle approximately 75% of all the freight shipped to Kansas City, Kan.—
L. J. Canfield.

PITTSBURG, KANSAS

Best Location for KANSAS, MISSOURI, and OKLAHOMA MERCHANDISE STORAGE and POOL CAR Distribution

Located on the Atchison, Topeka & Santa Fe, Joplin-Pittsburg, Kansas City Southern, Missouri Pacific, and St. Louis & San Francisco Railways.

PITTSBURG TRANSFER & STORAGE CO., Inc.
P. O. Box 527

OTTUMWA, IOWA

DAGGETT

TRANSFER AND STORAGE

Special Attention Given to Merchandise
Distribution and Pool Car Shipments

MEMBERS:
Central Warehousemen's Club
National Furniture Warehousemen's Association

SIOUX CITY, IOWA

WE, as merchandise storers and factory distributors, have every facility consistent to high-class service. Our building, consisting of 50,000 sq. ft. of floor space, is equipped with rat-proof, freeze-proof rooms, which also keep from twenty to thirty degrees cooler than the atmosphere in the summer months, making them ideal for the storing of prepared flour, canned milk, cooking fats and other commodities requiring an even temperature.

Located on C. St. P. M. & O. trackage with free switching from all rail connections; namely, C. M. & St. P., Great Northern, Chicago, Burlington & Quincy, C. & N. W., Illinois Central.

Let us serve you at a price you can afford to pay.

Monarch Storage & Forwarding Co.

"Service that Satisfies"

SIOUX CITY, IOWA

Pianos, Safes and Heavy Hauling
If It's Routed to or Through Sioux City, Bill It to

ROSENTHAL

Fireproof and Steam Heated Storage
300 Iowa Street, Sioux City, Iowa

WATERLOO, IOWA

IOWA WAREHOUSE CO.

Fireproof Warehouse Motor Truck Service

Distributing and Warehousing All Classes of
Merchandise, Household Goods and Automobiles

ATCHISON, KANSAS

The Grodick Transfer and Storage Co.

Commercial Storage

Distributors—R.R. Trackage—Carloads a specialty.
Prompt Service—No Congestion
Missouri River Freight Rate Adjustments.
Household Goods—Moved, Packed, Stored, Shipped.

THE PURCHASING POWER

of the field covered by

DISTRIBUTION and WAREHOUSING

is that of an industry with a
total investment of more than

\$1,000,000,000.00

WICHITA, KANSAS

BEST DISTRIBUTING POINT FOR THE SOUTHWEST

Warehouse 25,000 square feet floor space. Free switching privileges. A., T. & S. F., C., R. I. & P., Mo. Pac., Frisco, Orient and Midland Valley Railroads. ARE YOU looking for a firm that will handle your shipments PROMPTLY—EFFICIENTLY—COURTEOUSLY in Wichita?

If so, consign your shipments—Care of

Southwestern Storage and Distributing Company
428-432 North Wichita Street, Wichita, Kansas

POOL CAR DISTRIBUTORS

Correspondence solicited

The Men Who Distribute

Colgate Laundry Soap

Read DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index

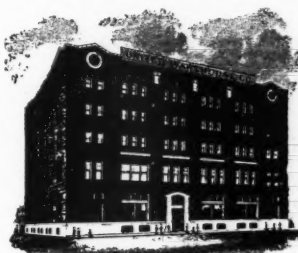
WICHITA, KANSAS

A. F. JONES, Pres. E. W. JONES, Vice-Pres. J. H. BRUCH, Sec., Gen. Mgr.

General Warehousing
Storage, Forwarding and Distributing

ROCK ISLAND AVENUE & 2ND STREET

CAPITAL \$100,000.00

WE OPERATE THREE OF
THE FINEST FIREPROOF WAREHOUSES
IN THE MIDDLE WEST.WE MAKE LOANS AGAINST OUR
WAREHOUSE RECEIPTS**UNITED WAREHOUSE CO.**

WICHITA

KANSAS

LEXINGTON, KY.**UNION TRANSFER & STORAGE
COMPANY**

INCORPORATED

Merchandise and Furniture Storage
Distributors and Forwarders
Warehouses on Private Sidings

Member of American Chain of Warehouses

LEXINGTON

KENTUCKY

LOUISVILLE, KY.**FIREPROOF STORAGE CO., Inc.**

308-14 West Liberty St.,

Located in center of MAIN BUSINESS SECTION
Only absolutely FIREPROOF STORAGE WAREHOUSES
in our cityAssembling and Distributing Car Shipments a Specialty
Prompt attention given to collections**LOUISVILLE, KY.****Carry Spot Stocks in Louisville**Where Concentrates the Golden Flood
of Ohio River Valley CommerceLouisville Public Warehouse Co.
Louisville, Kentucky

W. N. Cox, President.

E. H. Bacon, Vice-President.

LOUISVILLE, KY.**SAFETY TRANSFER AND
STORAGE CO., INC.***"Louisville's Leading Movers & Packers"*Clay and Main Streets
We Move, Pack, Store and Forward Household
Goods
Member N. F. W. A.**ALEXANDRIA, LA.****ALEXANDRIA
In the Heart of Louisiana**The meeting point of seven roads
giving quick service to nearly
every town and city in state.We have two warehouses with a private siding on the
C. R. I. P. Railroad. Capacity 21,400 square feet. **THE
FOLLOWING NATIONALLY KNOWN CONCERNS USE
OUR SERVICE. WHY NOT YOU?**

The Procter & Gamble Dis. Co. Memphis, Tenn.
The Ohio Match Co. Wadsworth, Ohio
The Borden Co. New York, N. Y.
Kellogg Toasted Corn Flake Co. Battle Creek, Mich.
Sears, Roebuck & Co. Chicago, Ill.
Montgomery Ward & Co. Chicago, Ill.
Shapleigh Hdwe. Co. St. Louis, Mo.
Simmons Hdwe. Co. St. Louis, Mo.

We Also Serve the Leading Louisiana Concerns
TRY US

Your Inquiries Will Receive Prompt Attention

Carnahan's Transfer & Storage

Fifth and Xavier Street

Alexandria

Louisiana

Members { American Warehousemen's Ass'n.
National Furniture Warehousemen's Ass'n.

ADVERTISING
Doesn't Jerk — it
Pulls — a Steady Pull
Every ad Goes to Confirm
the one Before it—to
Strengthen the One That
is to Follow and There's
No Waste of Effort or
Money. The Stayer Wins
Every time.

The Men Who Distribute

Seaman Paper ProductsRead **DISTRIBUTION & WAREHOUSING**
and consult the Shippers' Index

NEW ORLEANS, LA.

NFW ORLEANS, LA.

2ND PORT, U. S. A.

All cement warehouses, low insurance, low handling costs.

Only one-half square from Mississippi River.

Track facilities for *seventy-three* (73) cars at one time.

Operated in conjunction with *Dennis Sheen Transfer, Inc.*, oldest and most complete hauling corporation South.

Electrical unloading and piling devices built to eliminate any damage in handling.

Excellent switching connections, with all lines entering New Orleans.

INDEPENDENT WHSE CO., Inc.
New Orleans, La.

BANGOR, MAINE

McLaughlin Warehouse Co.

Established 1875

Incorporated 1918

General Storage and Distributing
Capacity 70,000 Sq. Ft.

Rail and Water Connection
Private Siding Capacity, 15 Cars.

Member:
American Warehousemen's Association
American Chain of Warehouses

PORTLAND, MAINE

Galt Block Warehouse Company

PORTLAND, MAINE

**STORAGE, GENERAL MERCHANDISE
AND HOUSEHOLD GOODS**

Private track, sprinkler equipped, low insurance rate. Storage in Transit on Flour, Cereals and Canned Goods.

Office, 20 Commercial Street, Portland, Maine
J. S. SAWTELLE, Manager.

BALTIMORE, MD.

Phone Gilmor 3000.

THOS. H. VICKERY, President.

**BALTIMORE STORAGE
& MOVING COMPANY**

1710 to 1720 Edmondson Ave.

Members } N. Y. F. W. A.
 { Balt. F. W. A.

Fireproof W'h's'e in rear

BALTIMORE, MD.

L. LEVERING, Pres.

CENTRAL WAREHOUSE CO.

Storage—Transfer—Shipping

517-525 W. Baltimore Street

WATER AND RAIL CONNECTIONS

Large Space Available for
Export and Import Shipments

Pool-Cars Handled Low Insurance

BALTIMORE, MD.

**FIDELITY
STORAGE CO.**

2104-6-8-10 Maryland Avenue

*Household Goods Exclusively
Your Clients Efficiently Served
All Collections Promptly Remitted*

MEMBERS

Baltimore Furniture Warehousemen's Association.
National Furniture Warehousemen's Association.

Baltimore's Modern Fireproof Warehouse

BALTIMORE, MD.

**THE KAUFMAN FIREPROOF
STORAGE WAREHOUSES**

Chas. H. Kaufman, Prop.

General Offices:

524 to 530 W. Lafayette Avenue, Baltimore, Md.

Warehouses { 524-534 W. Lafayette Ave.
 { 532-534 W. Lafayette Ave.
 { 1404-1406 Division St.
 { 1405-1407 Brunt St.

Members { N. F. W. A.
 { A. W. A.
 { Balt. F. W. A.

Entire Motor Equipment

The Men Who Distribute

United Drug Products

Read **DISTRIBUTION & WAREHOUSING**
and consult the Shippers' Index

BALTIMORE, MD.

Graham's Storage Warehouse*The Largest in Baltimore*

Established 1887 GEO. D. MAGRUDER, Pres. and Gen'l Manager

800 Storage rooms, one to ten Van load capacity.
Vans load and unload in the centre of the building.**MOVING — PACKING — SHIPPING**
MOTOR EQUIPMENTSend us your Baltimore Consignment
Members, Md. Whse. Assn., Nat. F. W. A.

BALTIMORE, MD.

*Established 1879***MONUMENTAL STORAGE &
CARPET CLEANING CO.**1110-1116 PARK AVENUE, BALTIMORE,
MD.

ABSOLUTELY FIREPROOF WAREHOUSE

Furniture Storage — Packing — Moving
Carpet Cleaning

Members N. F. W. A. and B. F. W. A.

BALTIMORE, MD.

Security Storage & Trust Company*Resources Over One Million Dollars*

15 W. North Avenue

FIREPROOF WAREHOUSES**MOTOR EQUIPMENT****EFFICIENT SERVICE****TO WAREHOUSEMEN***Members of*
Baltimore Furniture Warehousemen's Association
National Furniture Warehousemen's Association

ARLINGTON, MASS.

ARLINGTON STORAGE WAREHOUSE

20 Mill Street, Arlington, Massachusetts

Fireproof and Semi-Fireproof Sections

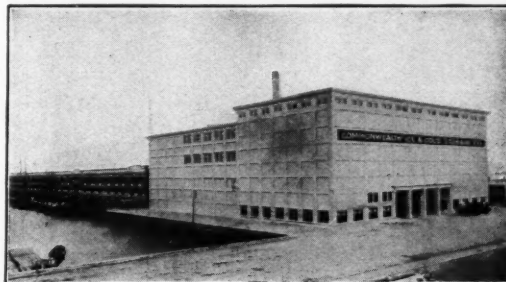
Household Goods Exclusively

Modern Heated Piano Room

Separate Locked Rooms for Furniture

First-Class Auto-Truck Service
Packing and Shipping Anywhere
Consignments Solicited

BOSTON, MASS.

"Where Rail Meets Sail"

Cold storage for all classes of perishable merchandise.

General storage space for all classes of merchandise.

Directly connected side track on New York,
New Haven and Hartford.

Perfect local distribution facilities.

Commonwealth Ice & Cold Storage Co.
220 Northern Ave., BOSTON, MASS.

BOSTON, MASS.

FRANCIS FITZ CO.

STORAGE WAREHOUSES

25, 27, 29, 30, 31, 32, 33, 34 Pittsburgh Street
28, 30, 32, 34 Stillings Street

ESTABLISHED 1872—INCORPORATED 1906

Office, 30 Pittsburgh Street

DIRECT TRACK CONNECTION

New York, New Haven & Hartford R. R. Free Switching from all Railroads. We specialize in receiving and distributing merchandise and can offer you all the facilities of an up-to-date warehouse with personal supervision.

Our customers' interests are our own*Member of*
American Warehousemen's Association
*Massachusetts Warehousemen's Association***If Your City Isn't
Represented Here**Put it on the shippers' map by
inserting your card in this space.

BOSTON, MASS.

Dorchester Fireproof Storage Warehouse

FRANCIS E. BUCKLEY, Mgr.

PACKING, MOVING, SHIPPING

Reinforced concrete building, absolutely fireproof.



Lowest insurance rates.

"Every room is a fireproof vault."

A complete, modern warehousing service. We solicit your consignments.

690 Dudley Street, Boston

Member National Furniture Warehousemen's Association

BOSTON, MASS.

Northern Avenue Stores and Dock Corporation

New Haven Terminal Stores

308-316 Congress Street, Boston, Mass.

Direct Track Connection

New York, New Haven & Hartford Railroad

Dockage for Steamers and Vessels

Storage of Wool, Leather and General Merchandise

Fort Hill Storage Warehouse

415-429 Atlantic Avenue

76-86 Purchase Street

General Merchandise

George W. Blinn, Manager

BOSTON, MASS.



FURNITURE AND PIANO MOVERS

HOME, OFFICE and LONG DISTANCE MOVING

Having a five story building comprising forty-one thousand square feet devoted exclusively to the Packing and Storing of Household Goods and Office Furniture for shipment.

We are the largest concern in New England doing this kind of work, operating a fleet of trucks for intercity and interstate shipments, also take care of your collections and represent you at this end.

Main Office and Packing Dept.

79 Broadway

South Boston

Intown Office

28 Bromfield Street

Boston

BOSTON, MASS.

The Suffolk Storage Warehouse Company

96 to 104 Northampton Street

L. G. MYERS, Manager

Gives assurance of the best service in handling consignments either for storage or delivery to house or apartment, unpacking and setting up. Only men with long experience are employed.

Established 1890

4 Buildings with 1000 Rooms

Low Insurance Rates

Convenient to All Freight Terminals

Members of

American Warehousemen's Association
National Furniture Warehousemen's Association

BOSTON, MASS.**Quincy Market Cold Storage and Warehouse Co.****STORAGE FOR FREE AND BONDED MERCHANDISE****Special Attention Given to Distribution**

Charles River Stores, 4,776,000 cu. ft. Fireproof construction—Lowest Insurance Rates. Direct track connection with the Boston & Maine R. R. Deep Water Connection—Dock 500 ft. long.

Albany Terminal Stores, 1,430,000 cu. ft. Fireproof construction—Lowest Insurance Rates. Direct track connection with the Boston & Albany R. R.

Constitution Stores, 623,000 cu. ft. Battery Wharf, 1,500,000 cu. ft. Wharfage and Storage. Connects with all railroads via Union Freight R. R.

Summer Street Stores, 2,000,000 cu. ft. Fireproof construction. Lowest Insurance Rates. Direct track connection with the New York, New Haven & Hartford R. R.

GEORGE S. LOVEJOY, Manager

General Storage Department

Main Office:

178 Atlantic Ave., Boston, Mass.



Summer Street Stores, Direct Connection via N. Y., N. H. & H. R. R.

BOSTON, MASS.

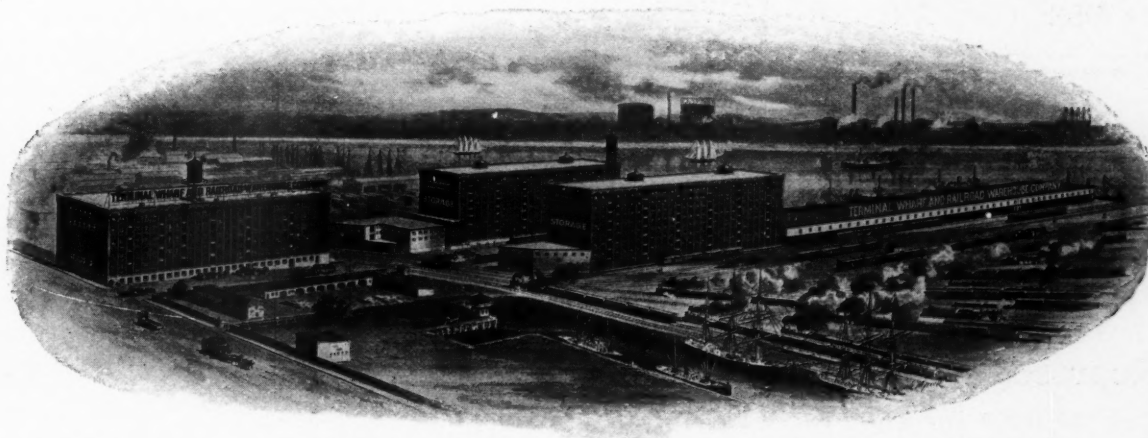
H. H. WIGGIN, PRESIDENT

S. G. SPEAR, TREASURER

TERMINAL WHARF AND RAILROAD WAREHOUSE COMPANY

50 Terminal Street

Charlestown District, Boston

**Storage of Wool, Cotton and General Merchandise**

LOWEST INSURANCE RATES
DIRECT TRACK CONNECTIONS
BOSTON & MAINE R. R.

SHIPPING DIRECTIONS
MYSTIC WHARF
BOSTON, MASS.

Fumigation of Foreign Cotton and Cotton Waste

AND OTHER MATERIALS AS REQUIRED
BY U. S. GOVERNMENT

CARTAGE TO AND
FROM FREIGHT STATIONS
AND BOAT LINES

WEIGHING, SAMPLING, AND ALL
SERVICES USUALLY PERFORMED
BY AN UP-TO-DATE WAREHOUSE

We will Lease or Build to Suit Tenants

BROCKTON, MASS.

**BROCKTON
FIREPROOF STORAGE COMPANY**
43 North Montello Street, Brockton, Massachusetts
Telephone Brockton 1140
General Merchandise. Distributing. Separate Rooms for Furniture.
Negotiable Receipts.
Bonded Warehouse. Our own Side Track. Member A. W. A.
Located in center of business and shipping district
on N. Y., N. H. & H. R. R.

CAMBRIDGE, MASS.

When shipping goods by rail, consign to our care via Boston and Albany R. R., East Cambridge Station. Car lots will be placed at our door on our own private siding.
METROPOLITAN STORAGE WAREHOUSE CO.
134 Massachusetts Avenue, Cambridge, Mass.
WARREN B. HIBBERT, Manager

HOLYOKE, MASS.

Sheldon Transfer & Storage Co., Inc.

ESTABLISHED 1870

Main Office 647 Main St. Branch Office 47 Main St.

SPECIALISTS IN POOL CARS

Storage Space, 50,000 sq. ft. N. Y. N. H. & H. and B. & M. Sidings

LOWELL, MASS.

**A REAL ALL-ROUND
SERVICE INSTITUTION**

**HARVARD STORAGE AND WARE-
HOUSE COMPANY OF LOWELL**

The Men Who Distribute

Ginter Products

Read **DISTRIBUTION & WAREHOUSING**
and consult the Shippers' Index

**If Your City Isn't
Represented Here**

Put it on the shippers' map by
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The Men Who Distribute

Pillsbury Flour

Read **DISTRIBUTION & WAREHOUSING**
and consult the Shippers' Index

SPRINGFIELD, MASS.

William H. Parks, Pres. James A. Mahoney, Treas.

**Storage, Forwarding, Distribution
of Merchandise of All Kinds**

**EASTERN STATES
REFRIGERATING CO.**

Six Million Cubic Feet Capacity

Cold Storage of Food Products

Household Effects Packed for Shipment

**General Trucking. Furniture and
Piano Moving**

Executive Office

343 Bridge Street, Springfield, Mass.

NEW YORK OFFICE, 6 Harrison St.

**JERSEY CITY, N. J.
WAREHOUSE**
Consign via
D. L. & W. R. R.
Cold Storage Only

LIBERTY DIVISION
385 Liberty St.
Springfield, Mass.
Cold Storage, Merchandise,
Household Goods

**SPRINGFIELD
WAREHOUSE**
Consign via
B. & A. R. R.
Cold Storage Only

**LOWELL, MASS.
WAREHOUSE**
Consign via
B. & M. R. R.
General Merchandise and
Household Goods

WALTHAM, MASS.

GIBBS EXPRESS CO., YETTEN'S STORAGE

216 Newton St.

613 Main St.

General Merchandise Distribution
Siding on Watertown
Branch Boston & Maine R. R.
Five Trips Daily to Boston

WORCESTER, MASS.

IN THE HEART OF NEW ENGLAND

Bowler Storage and Sales Company

General Merchandise Warehousemen

Specializing in the Storage of Automobiles, Wool, Lubricating Oils,
Heavy Machinery and General Merchandise Distribution.

By an Organization Whose Policy Is
SECURITY, SYSTEM and SERVICE

WORCESTER, MASS.

**NORTHEASTERN
STORAGE & DISTRIBUTING CO.**

Storage and Distribution
of General Merchandise

Pool Car Distribution

Railroad Facilities

BAY CITY, MICH.

The

Riverside Truck & Storage Co.

GENERAL MERCHANDISE DISTRIBUTION

Storage of Household Goods and Merchandise.
Car Load Lots and less than Car Load Lots.

Private Railroad Track—Sidings on all railroads entering Bay City.
Office & Warehouses:
Cor. 2nd & Adams St., Bay City, Mich.

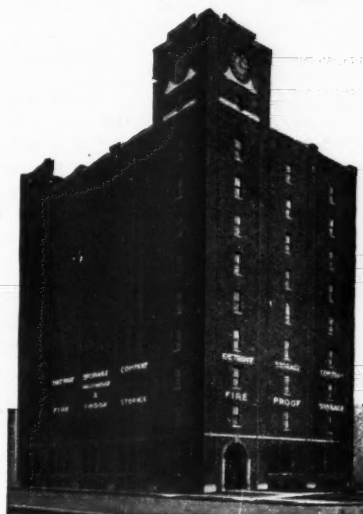
BAY CITY, MICH.

G. VAN HAAREN V. VAN HAAREN
P. Van Haaren & Sons Storage Co.
FIRE PROOF STORAGE
 Steel Compartments for Furniture Storage
 GENERAL TRANSFER LINE
 MOTOR TRUCK SERVICE
 Est. 1880 BAY CITY, MICHIGAN

DETROIT, MICH.

DETROIT'S LEADING MOVERS

Detroit Storage Co.



Main Office and Fireproof Warehouse
 MOVING, PACKING, SHIPPING
 MOTOR EQUIPMENT
 Corner East Grand Boulevard and Beaubien St.,
 DETROIT, MICH.

DETROIT, MICH.

MERCHANTS WAREHOUSE CO.

Storing, Distributing, Forwarding
 127 WOODBRIDGE ST., WEST
 E. B. Dixn, Manager Detroit, Mich.

DETROIT, MICH.

Nelson Transportation Co.

80 Calvert Ave., DETROIT, MICH.

150,000 square feet of storage on Detroit river front with
 boat loading facilities. Located on Grand Trunk, Toledo &
 Shore Line and D, T & I sidings. Capacity 200 cars.

FREIGHT FORWARDING
 STORAGE
 BOAT AND RAIL SHIPPING
 CAR LOADING
 DISTRIBUTING
 EXPORT BOXING AND SHIPPING
 WAREHOUSING

DETROIT, MICH.

C. & H. NIELSEN CARTAGE CO.

FIREPROOF STORAGE—CARTAGE—DISTRIBUTING.

Located in the Heart of the
 Milwaukee Junction Factory District.

Clay Ave. and Russell St. Detroit, Mich.

DETROIT, MICH.

THE ORIGINAL

Turner Cartage & Storage Co.

General Warehousemen

MOTOR TRUCKING
 TEAMING, STORAGE



MACHINERY MOVING &
 ERECTING, MOVING

Est. 1880

Official Cartage Agents

WABASH & CANADIAN PACIFIC RYS.

Main Office, 1675 Howard St.

WAREHOUSES: Howard St., M. C. R. R. and Beaubien St.

DETROIT, MICH.

WAYNE STORAGE CO., INC.

Formerly

WAYNE FURNITURE PACKING CO., Inc.

"MICHIGAN'S LEADING MOVERS"

Two Warehouses—3019 Mich., 2810-18th St.
 Ship 20th St. Team Track.

DETROIT, MICH.

WOLVERINE STORAGE CO.'S FIREPROOF BUILDING

Terminal Railroad and East Jefferson Avenue
 DETROIT

THE largest fireproof warehouse in Michigan.
 Open for business after November 1st.
 1,250,000 cubic feet in building. 100,000 square
 feet of floor space. Will handle merchandise and
 household goods storage.

MEMBERS OF NATIONAL FURNITURE WAREHOUSEMEN'S ASSOCIATION

If Your City Isn't Represented Here

Put it on the shippers' map by
 inserting your card in this space.

The Men Who Distribute

Jiffy Desserts

Read DISTRIBUTION & WAREHOUSING
 and consult the Shippers' Index

GRAND RAPIDS, MICH.

LARGEST COMMERCIAL WAREHOUSE IN WESTERN MICHIGAN



COLUMBIAN STORAGE & TRANSFER CO.

Located within four blocks of all principal freight depots.

GRAND RAPIDS, MICH.

"INSTANT SERVICE" MERCHANDISE WAREHOUSE ONLY

We operate 36 horse-drawn vehicles and 12 motor trucks.
Orders received before noon shipped same day.

Pool Car Distribution

Private R. R. Siding Michigan Central R. R.
Free Switching

GRAND RAPIDS, MICH.

Kent Storage Company

Main Office and Warehouses
Front Avenue and Pennsylvania Tracks
Grand Rapids, Mich.

General Merchandise

Storage and Reforwarding
Six Warehouses Floor Space 200,000 sq. ft.
Pool Car Distributing
Light and Heavy Hauling (Power Trucks)
Trackage Capacity 30 Cars

Connections with All Lines—Private Sidings on
Penna. and Pere Marquette R.Rs.

Located in Center of Wholesale District Within
Three Blocks of All Freight Houses.

When You Need Better Service in Grand Rapids
Get in Touch with Us!

Insurance Rate 55c. per \$100.00 Annum.

Brick Construction — Automatic Sprinkler
System.

COLD STORAGE

500,000 Cubic Feet

Temperatures
Zero to 40 Above

Members of { American Chain of Warehouses
American Warehousemen's
Association



E. R. McCOY,
General Manager

GRAND RAPIDS, MICH.

Elston Packing & Storage Co.

Storage household goods and merchandise. Seven warehouses
with over 200,000 sq. ft. of floor space.

Members of the Illinois Warehousemen's Assn., New York Ware-
housemen's Assn. and American Warehousemen's Assn.
GRAND RAPIDS, MICH.

GRAND RAPIDS, MICH.

Shank Fireproof Storage Company

Largest Fireproof Storage Warehouse in Western Michigan.
Merchandise and Household Goods.

Members I. F. W. A.

GRAND RAPIDS, MICH.

Most Up-to-Date Warehouse in Michigan

Concrete Construction.
Absolutely Fireproof. Sprinkler Risk.
Lowest Warehouse Insurance Rate in State.
Track Capacity, 25 Cars.
Latest and Best Equipment for Handling.

General Merchandise Storage

Cartage Facilities.
High Grade Service Guaranteed.
Negotiable Warehouse Receipts Issued.
Pool Car Distribution.

Furniture Manufacturers Warehouse Co.
505-511 Fulton Street, West Grand Rapids, Mich.

GRAND RAPIDS, MICH.

Most Complete Facilities FOR Storing, Moving, Distributing

Warehouse 128-138 Cold- Warehouse 1156 Plain-
brook St., 30,000 sq. feet field Ave., 35,000 sq. feet.

WESTERN MICHIGAN TRANSFER & STORAGE CO.

Grand Rapids, Michigan
ESTABLISHED 1909

EDWARD H. SCHANTZ, Secretary and Manager

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Put it on the shippers' map by
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If Your City Isn't Represented Here

Put it on the shippers' map by
inserting your card in this space.

KALAMAZOO, MICH.

HASTINGS TRUCK CO.

Est. 1873

Merchandise Storage and Distribution**Motor Trucks and Team Equipment for all kinds of hauling. Machinery Riggers.**

Office in M. C. R. R. Freight House.

LANSING, MICH.

THE LOGICAL DISTRIBUTING POINT
FOR POOL CAR SHIPMENTS IN MICHIGAN
COMMERCIAL AND FURNITURE STORAGE
7 MOTOR TRUCKS FOR TRANSFER SERVICE
Fireproof Storage & Transfer Co.

LANSING, MICH.

Lansing Storage Company

Exclusive Household Goods Storage
Moving, Packing, Shipping
Motor Van Service for Inter-city Work
"We know how"

412 No. Washington Ave., Lansing, Mich.

SAGINAW, MICH.

CENTRAL WAREHOUSE CO.

GENERAL WAREHOUSEMEN AND FORWARDERS
MERCHANDISE DISTRIBUTION
SPRINKLER SYSTEM

Private Sidings M. C. R. R. Office
SAGINAW, MICH. N. Michigan Ave.

DULUTH, MINN.

SECURITY STORAGE & VAN CO.,

14 EAST MICHIGAN ST.

STORAGE AND TRANSFER
OF HOUSEHOLD GOODS
AND MERCHANDISE

POOL CAR DISTRIBUTORS

Located on Terminal Tracks

No Switching Charge

MINNEAPOLIS, MINN.

THE BOYD TRANSFER & STORAGE CO.

Minneapolis, Minnesota

NET RESOURCES \$450,000.00

Outstanding Facts About BOYD

Storage Plant Covering an entire City block.
Fireproof Warehouse for Household Goods with
1800 Rooms and Compartments.
Freight Depot on C. G. W. R. R. for Merchandise
Storage and Distribution. Trackage for Twenty
Cars
Largest Pool Car Forwarders in the Northwest.
Forty Motor and Horse-drawn Vans covering every
part of Minneapolis and St. Paul.

THIRTY YEARS EXPERIENCE

MINNEAPOLIS, MINN.

Both our fireproof and non-fireproof warehouses are located in the
downtown business district on direct railroad trackage.

**DISTRIBUTING AND WAREHOUSING
MERCHANDISE AND HOUSEHOLD GOODS
TRUCK SERVICE**

Regular Trips Between Twin Cities

Cameron Transfer and Storage Co.

Main Office, 420 Second Avenue South
Warehouses: 734 to 758 North Fourth Street

MINNEAPOLIS, MINN.

Household Goods Branch

**KEDNEY
RECIPROCATES**

Under the energetic direction of Mr. C. W. Little, our household goods warehouse is well under way. No doubt some consignments could be sent you, were you to write us. Letters enclosing bills of lading given preferred attention!

Prompt remittance of advanced charges is the keynote of our policy with correspondents. Equally thorough and snappy are the other features of our household goods service.

KEDNEY WAREHOUSE CO.

101 Third Ave., South, Minneapolis, Minn.

Member of A.W.A., M.W.A., C.W.C.

MINNEAPOLIS, MINN.

Merchandise Houses

FROM NOW ON

Write your bills of lading with "KEDNEY, Minneapolis" on the destination line.

That's a long time, yes, but not too long a time to enjoy the saving and satisfaction you can have from distributing through KEDNEY. Careful stowing and handling, intelligent routing, instant execution of orders, a vindictive antipathy to error, and reports when wanted (not merely when asked) as to stocks on hand are minor features of KEDNEY service.

The absence of worry and grief—the presence of an additional profit are the big features.

**KEDNEY
WAREHOUSE COMPANY, INC.**

10 Hennepin Avenue

Members of A. W. A., C. W. C., Minn. W. A.

MINNEAPOLIS, MINN.

1,500,000 CUBIC FEET

FIREPROOF

Lowest Insurance Rate in Minneapolis

Locked private fireproof rooms for storage of household goods. Pool car distributors. Complete fleet of vans and motor trucks.



The Men Who Distribute
Bixby's Blacking

Read **DISTRIBUTION & WAREHOUSING**
and consult the Shippers' Index

MINNEAPOLIS, MINN.

SECURITY WAREHOUSE COMPANY

Established 1883

MERCHANDISE STORAGE And DISTRIBUTION

For Minnesota and Northwestern States

**L. C. L. Shipments without
Cartage
Motor Truck Deliveries
Located in heart of whole-
sale district**

Minneapolis

MINNEAPOLIS, MINN.

Skellet of Minneapolis

deserves a place at the head of your Minneapolis list. A new warehouse, modern in every detail, and operated by experienced men along most efficient lines. Open storage and private rooms; centrally located on private side track: 21 vans and trucks. Our facilities and service warrant your investigation. We have the knack of making newcomers welcome.

Members: N. F. W. A. A. W. A. Central Club

SKELLET COMPANY

201 South Fifth Street Minneapolis, Minn.

We operate Ballard Company in St. Paul

ST. PAUL, MINN.

St. Paul

Minn.



*Distributors and Handlers of
HOUSEHOLD GOODS*

ST. PAUL, MINN.

Your Patrons in the Northwest Demand Quick Service

Let us help you give it to them

We are at the natural gateway, at the junction of nine railroads, Minnesota Transfer, in Midway, a short distance from the jobbing and retail districts of both St. Paul and Minneapolis—giving complete accessibility from one stock to every point.

L. C. L. shipping without carting. Motor Trucks for local deliveries. Forty acres of ground. Six miles of trackage, operated by our electric locomotives.

**Merchandise Bonded and Cold Storage
Industrial Sites**

*Let us help you solve your distribution problem
in this territory.*

CENTRAL WAREHOUSE COMPANY

Office: 739 Pillsbury Avenue

St. Paul, Minn.

Members A. W. A., Central Warehousemen's Club and
Minnesota Warehousemen's Association

ST. PAUL, MINN.

FIDELITY STORAGE & TRANSFER CO.

HIGH GRADE STORAGE ACCOMMODATIONS.

Office, 310-312 Cedar St.

Pooled Cars Distributed, Four Track Warehouses,
Merchandise and Household Goods

ST. PAUL, MINN.

Merchandise Houses

Become a Convert—

St. Paul has made a number of pleased converts among traffic managers. So far none of them have fallen by the wayside.

It will not take long to discover why you have gotten in step with this contented group. For ten years we have made a study of your distribution problems and only an actual test of our service will show you to what extent we have met such problems. Look to this territory for splendid business in the coming new year and carry your stocks accordingly.

KEDNEY WAREHOUSE COMPANY, Inc.

Ninth and Pine Streets

St. Paul, Minn.

Member of AWA, CWC, MINN WA

The Men Who Distribute

Quality Brands

Read DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index

ST. PAUL, MINN.**ST. PAUL TERMINAL
WAREHOUSE COMPANY**

New, clean, fireproof warehouses.
Located centrally in jobbing district.
LCL shipping without cartage.
Motor Trucks for store door delivery.
Bonded to the State.

Merchandise Storage and Distribution
ST. PAUL

JACKSON, MISS.**RICKS
STORAGE & DISTRIBUTING
COMPANY**

Located at the logical distributing point for Mississippi. Merchandise storage and prompt distribution of pool cars. Modern brick building on Illinois Central Railroad siding. Motor Truck Service.

JACKSON, MISS.**Wright Transfer
Company**

Office, 261 Pearl Street
Jackson, Mississippi

Storage and Distribution
Merchandise and Household
Goods

Special Attention to Pool Shipments

13 Years Experience

"FOR RIGHT SERVICE SHIP TO WRIGHT"

JOPLIN, MO.**Tonnies Transfer & Storage Co.**
1027-43 Virginia Ave. Joplin, Mo.

Distribution and storage of merchandise
Fireproof warehouses—Motor van service
On railroad siding—Lowest Insurance rates
PACKING—STORAGE—SHIPPING

KANSAS CITY, MO.**FOR GENUINE PERSONAL SERVICE**

Ship to

Baltimore Transfer & Storage Co.
2030 Baltimore Ave., Kansas City, Mo.

Factory and Carload Distributors All Classes Merchandise

KANSAS CITY, MO.**WHO'S HILL?**

He's a furniture warehouseman who knows his business, and turns that knowledge to profit for his correspondents.

J. G. HILL

9th and Woodland Ave., Kansas City, Mo.

KANSAS CITY, MO.

Fireproof Warehouse
Convenient to All
Freight Depots

Send your consignments in our care

Members of N. F. W. A.

Members of M. W. A.

L. Leritz & Son

2616-18-20 Warwick



Ins. Rate 22c

KANSAS CITY, MO.

In the Heart of the City in
the "Heart of America"

Two Bonded Fireproof Warehouses

Your Collections Remitted by Return Mail

Monarch Transfer & Storage Co.
Kansas City, Mo.

ON 31st STREET AT MICHIGAN
ON MAIN STREET AT THIRTY-NINTH

The Men Who Distribute

Mellin's Food

Read **DISTRIBUTION & WAREHOUSING**
and consult the Shippers' Index

The Men Who Distribute

United Drug Products

Read **DISTRIBUTION & WAREHOUSING**
and consult the Shippers' Index

Kansas City, Mo.

*The
Heart
of America*

*Famous for its Beautiful Homes
Parks and Boulevards*

A LIVE, pulsating city, forever forging ahead. Aptly termed—"The Heart of America." A magnet, attracting countless thousand tons of commerce over thirty-two railroads to and fro throughout the great Southwest.

Energetic and progressive people come to this wonder city because of its activity, prosperity and admirable living conditions. They come by the thousands, a steady stream, attracted not by an uncertain boom but with the knowledge of the fact that Kansas City offers a sure measure of success to everyone who will help in its commerce and industry.

They prosper and advance rapidly. Ample testimony of this is evidenced in the banks and public institutions and the fact that over forty per cent of the people are home owners. "The Heart of America" is growing and will continue to grow—Watch It!



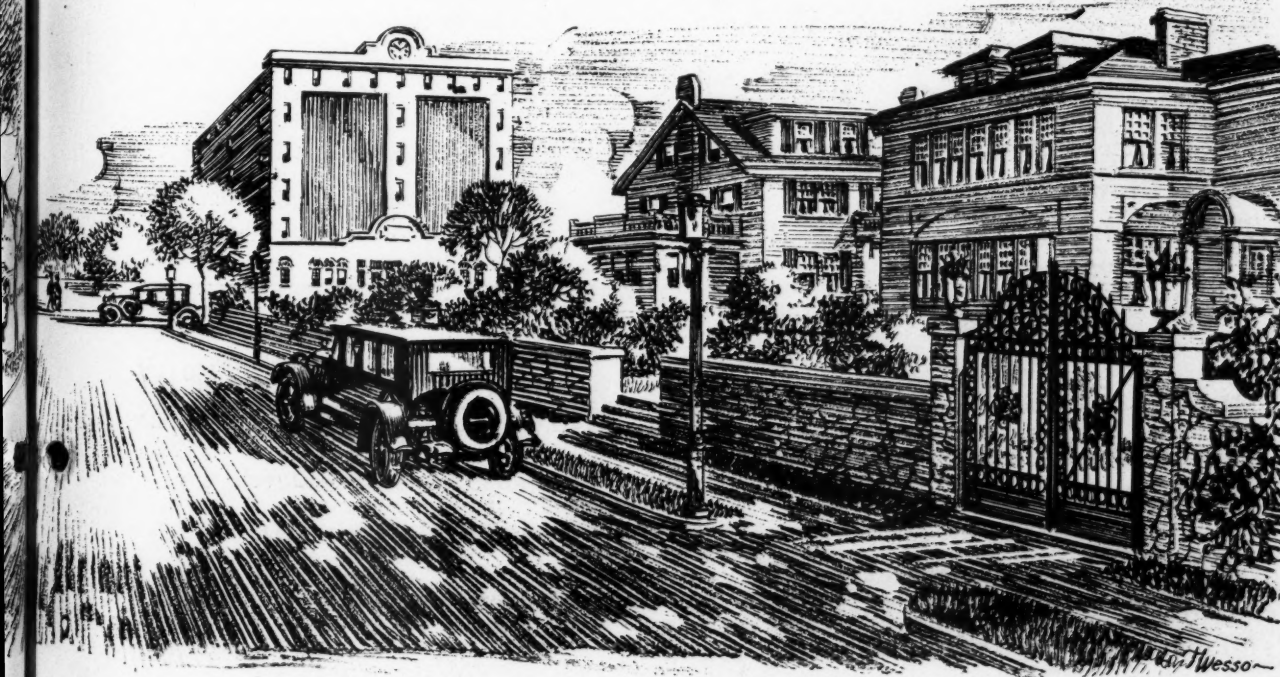
HOUSEHOLD GOODS COMPANIES

- Perky Bros. Transfer & Storage Co.,
Kansas City, Mo.
- A. B. C. Fireproof Warehouse Co.,
Kansas City, Mo.
- Groves Fireproof Warehouse Co.,
Kansas City, Mo.
- L. Leritz & Son Storage & Moving Co.,
Kansas City, Mo.
- Lincoln Fireproof Storage Co.,
Kansas City, Mo.
- Monarch Transfer & Storage Co.,
Kansas City, Mo.
- J. R. Hulse Storage & Transfer Co.,
Kansas City, Mo.
- Beebe Storage & Moving Co.,
Kansas City, Mo.

MERCHANDISE WAREHOUSE COMPANIES

- Southwest Warehouse Corporation,
Kansas City, Mo.
- Adams Transfer & Storage Co.,
Kansas City, Mo.
- Broker's Office & Warehouse Co.,
Kansas City, Mo.
- Central Storage Company,
Kansas City, Mo.
- L. T. Crutcher Warehouse Co.,
Kansas City, Mo.
- D. A. Morr Transfer & Storage Co.,
Kansas City, Mo.
- Crooks Terminal Warehouses,
Operating Broker's Office & Ware-
house
L. T. Crutcher Warehouse
Security Warehouse
Southwest Warehouse

Furniture pool car shipments are daily occurrences in Kansas City. When despatching to any destination in the surrounding states, you should take advantage of this economy for your customers. The number of houses assures you that there will always be space available, and the variety of the service affords exactly the sort suitable to your customer's pocketbook. Consign your next car to or via one of the above addresses.



ST. LOUIS, MO.

*The Factor
That Makes*

ST. LOUIS

The Incomparable Gateway to the West and Southwest

Unequalled System of
Facilities for Handling

Distributed Cars

Storage

Forwarding

Baggage

Drayage

Modern merchandise storage warehouse occupying entire city block in the heart of the wholesale and jobbing district—120,000 square feet devoted to storage—low insurance rate—exceptional facilities for prompt forwarding of shipments to extensive trade territory.

Ten Warehouses

50 Tractors

150 Semi-Trailers

75 Motor Trucks

300 Wagons

ALL OPERATED BY THE

COLUMBIA TERMINALS COMPANY

15,000 TONS
STORAGE CAPACITY

Write for Booklet

WE LEASE MOTOR TRUCKS
BY HOUR, DAY OR CONTRACT

ST. LOUIS, MO.

Four of St. Louis' oldest and largest household goods warehouses under "GENERAL" management.

The American Storage & Moving Co.

The J. Brown Storage Co.

The Langan & Taylor Storage & Moving Co.

The R. U. Leonori Auction & Storage Co.

In the world of household goods warehousing, these words are synonyms—

SAINT
LOUIS
MISSOURI

&

GENERAL
WAREHOUSING
COMPANY

ST. LOUIS, MO.

BEN A. LANGAN

FIREPROOF STORAGE CO.

5201 to 5209 Delmar Ave.

ST. LOUIS

Expert Movers and Forwarders of
HOUSEHOLD GOODS

Our Auto Var. Service is Unexcelled
Your Interests Will Be Safely Guarded

ST. LOUIS, MO.

THE

McPHEETERS WAREHOUSE COMPANY

MERCHANDISE STORAGE AND DISTRIBUTORS

Trackage Capacity—Eleven Cars

ST. LOUIS, MO.

JOHN C. CROTHERS

Secretary and General Manager

Moral—Use a Warehouse

SOME of us have heard of the business depression which is said to have followed the late unpleasantness. The big boss of a farm implement concern found that he had his forty acres about filled with tractors. His salesmen weren't sending in anything except excuses and expense accounts and he began to have an awful pain in the spot where his income tax used to grow. His superintendent told him that the back lot leaked when it rained and anyway a perfectly good tractor wasn't supposed to stand outdoors until after it was safely in the hands of some of the agricultural bloc, but he knew his business and instead of storing them in a public warehouse he let them stand until cotton went up and then put them in the factory and built them over again.—*Sid Smith.*

ST. LOUIS, MO.

The St. Louis Gateway.

Goods laid down on our floors in St. Louis are within a few hours of a million and a half purchasers, while 775,000 are right outside the doors. With our downtown location and excellent re-shipping facilities you can serve this mammoth population at minimum expense. We co-operate in serving your interests in this territory. We make a specialty of the storage of automobiles.



Pennsylvania Terminal Warehouse Co.
of St. Louis, Missouri.

R. F. Abernathy, Resident Mgr.

LINCOLN, NEBR.

Globe Delivery Co.

Merchandise and Furniture Storage

Distributors and Forwarders

5 Warehouses—Trackage

Write us for explanation of Lincoln's advantages as a distribution center

OMAHA, NEBR.

"ADEQUATE FACILITIES WHEREVER GOODS GO"

We have every facility for handling whatever goods may be offered us

BEKINS OMAHA VAN & STORAGE.
16th and Leavenworth Sts. Omaha, Nebraska

OMAHA, NEBR.

FIDELITY STORAGE & VAN CO.

1107-11 HOWARD STREET

Exclusive Household Storage

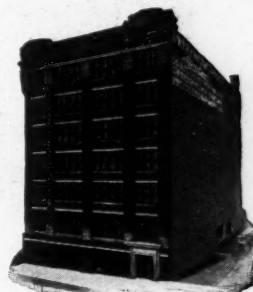
Removals — Packing — Forwarding

All Collections Promptly Remitted

MEMBERS { American Warehousemen's Association
Central Warehousemen's Club
National Furniture Warehousemen's Association

OMAHA, NEBR.

Complete equipment, manned by capable, experienced crews, captained by seasoned warehousemen, are at your service here. Whatever you expect of a warehouse you may expect of Ford, and find it done in the best manner possible.



813 Douglas St.

FORD

"Gets There Regardless"

Transfer & Storage Co.

Local Shipments Efficiently Handled by 17 Trucks
Private Sidings
Pool Car Distribution and Reforwarding
Fireproof Storage
Moving Packing Shipping



700 So. Main St.

Omaha

813 Douglas Street

Council Bluffs

700 S. Main Street

If Your City Isn't Represented Here

Put it on the shippers' map by inserting your card in this space.

OMAHA, NEBR.

GORDON Fireproof Warehouse & Van Co.

Main Office: 219 North 11th Street

Four warehouses on track, equipped with automatic sprinkler systems.

Accommodations for brokers, jobbers, automobile manufacturers, etc.

Household Goods Packed, Stored and Forwarded

MEMBER:

American Warehousemen's Association.
Central Warehousemen's Club.
National Furniture Warehousemen's Association.

OMAHA, NEBR.



NEW FIRE PROOF BUILDING

336,000 Square Feet Storage and Leasing Space, Sample Rooms, Office Space, Merchandise, Storage and Distribution Exclusively.

Mercantile Storage & Warehouse Company

Omaha, Nebraska

We Specialize in Merchandise Distribution

OMAHA, NEB.

Pacific Storage & Warehouse Co.

1007-9-11 JONES STREET

Merchandise Storage and Distribution
Pool cars solicited

Private Siding

Motor Trucks

Our Warehouse is in the Center
of the Jobbing and Business District.

Service That Satisfies Is Our Motto

Members of the Central Warehousemen's Club,
American Warehousemen's Ass'n.

OMAHA, NEBR.

THE TERMINAL WAREHOUSE CO.

Very centrally located.
702-712 So. 10th St., OMAHA
336,000 Square Feet



**MERCHANDISE WAREHOUSING and FORWARDING
BROKERS' OFFICES AND SAMPLE SPACE**

"SERVICE COUNTS"

We have our own truck line and are equipped to make prompt deliveries.

EXPERIENCED MEN IN CHARGE

Special attention to Pool Car Distribution.

Consign your merchandise to us for prompt and efficient service.

ATLANTIC CITY, N. J.

ELDREDGE EXPRESS and STORAGE WAREHOUSE CO.

Office: 110 N. South Cardina Avenue
Inter-City Auto Service

Heavy Hauling



Railroad
Siding and
Storage Yard

Storage for
Goods and
Merchandise

Piano Moving

Phone 108

ATLANTIC CITY, N. J.

National Storage Warehouse Co.

1808-12 BALTIMORE AVENUE
300 Separate Rooms—

Moving, Crating, Storage of
Household Goods Exclusively

Pierce-Arrow trucks for long distance work. Goods insured in transit.

EAST ORANGE, N. J.

JACOB DIETRICH

**Storage, Moving, Packing and Shipping
Oranges and Maplewood—Padded Motor Vans**

My satisfied customers cover a period
of over 30 years. Shipments solicited.

47 No. Grove Street, EAST ORANGE

EAST ORANGE, N. J. Established 1887 R. T. BLAUVELT, President

Lincoln Storage Warehouses

FIREPROOF NON-FIREPROOF MOTOR EQUIPMENT

Members of the American Warehousemen's Association and
National Furniture Warehousemen's Association

Principal Office, 85 MAIN STREET

HACKENSACK, N. J.

SIMPSON EXPRESS COMPANY

W. C. Simpson, Prop.

STORAGE PACKING SHIPPING

Serving Hackensack and adjacent
territory. Long distance moving.

JERSEY CITY, N. J.

GOODMAN WAREHOUSE CORP.

Fireproof Storage

For Shipments of Household Goods and Merchandise in Jersey
City and Greater New York
Accessible to All Railroads

For Information See Directory (December Issue, Page 207).

JERSEY CITY OFFICE.....NEW JERSEY
BAYONNE.....NEW JERSEY

NEWARK, N. J.

*Ship Through Us For Newark and
Surrounding Territory*

Long Distance Moving a Specialty

STORAGE
PACKINGMOVING
SHIPPING**Columbia Storage Warehouses**
INCORPORATED

NEWARK, N. J.

Estab. 1850

Jos. V. Lupo, Pres. & Treas.
John F. Lupo, Sec.**JOB De CAMP, INC.**

80 PARK PLACE

Transfer of Household Goods Storage of Household Goods
Freight, Heavy Haulage, * Mdse., New Autos, Imple-
Motor Service ments, Yard Storage.

Factory Distributors

Member of N. J. F. W. A. and N. F. W. A.

NEWARK, N. J.

JOS. J. KROEGER

Tel. Market 7372

Storage—Fireproof or Non-Fireproof
Motor Trucks for Long Distance Moving

473-479 Twelfth Ave.

KEARNY, N. J.

The Men Who Distribute

De Laval SeparatorsRead DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index**Direct connections with the wide world****T**O the 9½ miles of switches and
sidings in the Shupe Terminal
come railways from any part of
America.At its spacious wharves freighters find
deep water to carry them to any part
of the world.Five miles from New York City and
within two hours, by truck, of any
part of the metropolitan area, the
Shupe Terminal offers exceptionally
rapid and economical distributing
facilities.4,000,000 cubic feet of storage space
in roomy, modern warehouses.*If you are interested in warehousing under conditions
that are unsurpassed for convenience, economy and
courteous attention, write for further information.***SHUPE TERMINAL
CORPORATION**

LINCOLN HIGHWAY AND PASSAIC RIVER, KEARNY (NEWARK), N. J.—FIVE MILES TO TIMES SQUARE

NEWARK, N. J.

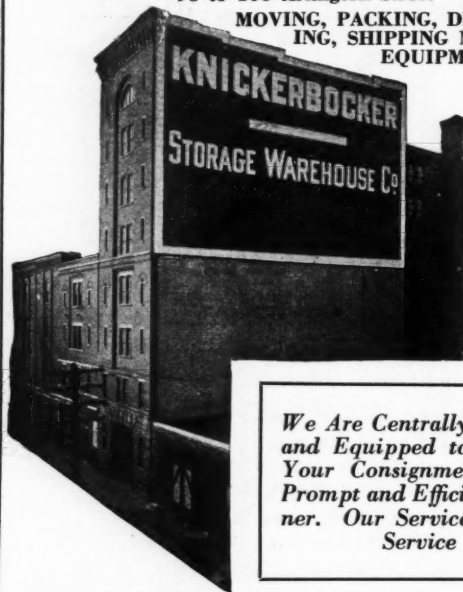
JOHN MULLIGAN, Pres. WILLIAM MULLIGAN, Vice-Pres.
JAMES E. MULLIGAN, Sec. and Mgr.

Ship to Newark's Leading Furniture and Merchandise Warehouse

Knickerbocker Storage Warehouse Company

96 to 106 Arlington Street

MOVING, PACKING, DISTRIBUTING, SHIPPING MOTOR EQUIPMENT



Members
N. F. W. A.
and
N. J. F. W. A.

We Are Centrally Located and Equipped to Handle Your Consignments in a Prompt and Efficient Manner. Our Service Is Real Service

NEWARK, N. J.

Lehigh Warehouse & Transportation Co., Inc.

118 Frelinghuysen Ave., Newark, N. J.

Storage and Distribution of General Merchandise

Lehigh Valley Siding

Motor Trucks for Local and Long Distance Work.

Members: American Warehousemen's Ass'n

NEWARK, N. J.

CONSIDER the service we offer before you select your warehouse:

Fireproof warehouses—Lowest insurance rates—Warehouse receipts issued—A fleet of motor trucks at your service daily—Warehouses located near Port Newark Terminal.

Mooney's Newark and New York Express

34-43 Van Buren Street, Newark, N. J.

Est. 1882

Phones 4370-1 Mulberry

NEWARK, N. J.

TRUCKING WAREHOUSING SHIPPING

PASSAIC TRANSPORTATION COMPANY

OFFICES

57 Freeman Street, Newark, N. J.

General Merchandise Storage and Forwarding

Capacity, 1000 Cars

Fireproof Brick and Concrete Buildings

Railroad Sidings

CENTRAL RAILROAD OF N. J.

Dock Facilities

PASSAIC RIVER

Warehouse Receipts Issued

Trackage Capacity, Ten Cars

Yard Storage for Rough Material

Light and Heavy Hauling

City Deliveries

Long and Short Distance Hauls

Car Lot Distribution for Manufacturers and Jobbers

Low Insurance Rates on Application

Regular Deliveries of Merchandise between New York, Newark and Phila.

NEWARK, N. J.

ROSEVILLE STORAGE CO.MOVING, PACKING and SHIPPING
of HOUSEHOLD GOODS

22-24-26 Cabinet St., Newark, N. J.

Frank J. McGrath, Pres.

Thos. A. McGrath, Treas.

PASSAIC, N. J.

HANLONS STORAGE WAREHOUSES

Absolutely Fireproof

191-93 JEFFERSON STREET

STORAGE, PACKING, SHIPPING, VAULTS

Covering Clifton, Garfield, Nutley, Wallington, Lakeview,
Delawanna and Rutherford, N. J.

PATERSON, N. J.

The Safety Storage Co.Two Modern Fireproof Warehouses
for Storage of Household Goods and
Merchandise

Carload Distribution

MOVING PACKING
SHIPPING**MOTOR TRUCK SERVICE**

Peter J. Christie, Manager

Principal Office:

41-43 Governor St., Paterson, N. J.
Telephone 2288 Paterson

If the City to which you are shipping is not represented in this list, choose the nearest as the geographical arrangement will help you.

The Men Who Distribute

Tropical PaintRead DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index

The Men Who Distribute

Dr. Miles MedicinesRead DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index

TRENTON, N. J.

Anchor Warehouse Co.

Trenton, N. J.

COMMERCIAL STORAGE
and
DISTRIBUTIONTrenton is an ideal car break point for the
Metropolitan districtPrivate Railroad Siding, Penna. R.R. and
Phila.-Reading R.R.We store, reship and deliver all classes of
merchandise.

Low Insurance Rates

PROMPT AND CAREFUL SERVICE.

TRENTON, N. J.

Petry
Express & Storage Co.
(INCORPORATED)STORAGE WAREHOUSES
MERCHANDISE and HOUSEHOLD GOODS
MOVERS—PACKERS—SHIPPERS
MOTOR VAN SERVICECarloads Distributed. Manufacturers' Distributors.
Members—A. W. A.—N. F. W. A.

SOUTH ORANGE, N. J.

EFFICIENT SERVICE

Roll's Furniture Storage Warehouse

Branch Office JACOB DIETRICH, Expert Mover

MOVING PACKING SHIPPING STORAGESend Your Shipments to Roll—via D. L. & W. R. R.
9-11 So. Orange Avenue, Member N. J. F. W. A.

The Men who Distribute

"Jello"Read DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index.

ALBANY, N. Y.

ALBANY TERMINAL WAREHOUSE CO.
Office, 10 Tivoli Street

Member American Chain Warehouses.

Our warehouse was built for and always used for warehouse purposes. Direct truck connections with all RRs.

ALBANY, N. Y.

HUDSON RIVER STORAGE &
WAREHOUSE CORPORATION
RATHBONE STREETGeneral Storage and Distributing
Correspondence Solicited.

ALBANY, N. Y.

ROBERTS TERMINAL WAREHOUSE CO.

Dongan Avenue, Fourth Avenue and Plum Street
Established 1909Private Railroad Siding All Railroad Connections
General Warehousing — Pool Car Distribution
Yard Storage

ALBANY, N. Y.

SECURITY

STORAGE & WAREHOUSE CO., INC.

Jas. G. Perkins, Custom House Broker
1 DEAN STREETStorage, Transferring and Forwarding
Direct Track Facilities Pool Car Distribution

AUBURN, N. Y.

JAMES A. WILSON, Pres.

FRANK A. WEEKS, Sec. Treas.

AUBURN DRAYING COMPANY

(Incorporated)

Offices: N. Y. C. R. R. and Lehigh Valley R. R. Freight Station
DIRECT RAILROAD SIDING

Pool Car and Local Distribution of Merchandise, Storage, Packing, and Shipping of Household Goods. Long Distance Moving. Special Equipment for Heavy Hauling and Rigging.

BINGHAMTON, N. Y.

BINGHAMTON WAREHOUSE and SUPPLY CO.

Storage and
Distribution

New, brick, specially built Warehouse; the only storage Warehouse building in Binghamton built purposely for that business.

Free switching over Delaware, Lackawanna & Western, Erie and Delaware & Hudson railroads.

WE SOLICIT YOUR INQUIRIES

References:
Financial and other agencies and any Bank in Binghamton.BINGHAMTON WAREHOUSE & SUPPLY CO.
83 Prospect Ave., Binghamton, N. Y.
Telephone 3281

BINGHAMTON, N. Y.

HOWARD & CONLON
STORAGE WAREHOUSEManufacturers' shipments given our personal attention—
with modern motor equipment for suburban distribution.

Office and Warehouse

217 State Street Binghamton, N. Y.

BINGHAMTON, N. Y.

MOLLEN TRANSFER & STORAGE CO.

—P. O. Box 872—

TWO WAREHOUSES

SIDING ON ERIE WE SPECIALIZE IN

Merchandise Distribution—Pool Cars—also all classes Transfer Work.

Members: Chamber of Commerce—Illinois and New York

Furniture Warehousemen's Association.

American Warehousemen's Association.

BINGHAMTON, N. Y.

Member Chamber of Commerce

JOHN B. SOUTHEE

STORAGE WAREHOUSE AND VAN OFFICE

MOVING AND TRUCKING OF ALL KINDS

178 STATE STREET

Office Phone 1366
House Phone 1799Residence,
60 Moeller St.

BROOKLYN, N. Y.

Our 29th Year

Chas. E. Bowman Co.

Modern
Storage WarehousesStorage—Household Removals
Packers and Shippers*Consign your Brooklyn Shipments
in our care—Wallabout Terminal.
We make prompt collections and re-
mit upon receipt of Bill of Lading.*468-470-472 Pulaski Street
Brooklyn, New YorkMember of National Furniture Warehousemen's Association
Member of N. Y. Furniture Warehousemen's Association
Member of Van Owners Association of Greater New York

BROOKLYN, N. Y.

Established 1890

When Shipping Your Household
GoodsTo or From Brooklyn
Have It Done Right—And Right Means By

HARRAGAN'S

Storage Warehouse, Inc.

Storing—Packing—Moving—Shipping

244-246 Havemeyer Street

Brooklyn, N. Y.

Mark Goods in Our Care, Eastern Dis-
trict Terminal, Brooklyn
POOL CARS DISTRIBUTED

BROOKLYN, N. Y.



We make a specialty of handling shipments from correspondents. Call on us at any time for any class of work. Our fleet of electric and gasoline vans for city and out-of-town removals will give you the best of service.

When you have collections that you want handled carefully and quickly, give us the order.

Our strictly fireproof building is ideally equipped for storage of household goods and valuables. We pack goods for shipment. If you need any special service, ask us.

THE EAGLE**Warehouse and Storage Company**

28 to 44 Fulton Street, Brooklyn, New York

Telephone 5560 Main

BROOKLYN, N. Y.

THOMAS F. HEALEY & SON

Storage Warehouses

78 SNYDER AVENUE

2530-32 TILDEN AVENUE

Flatbush Brooklyn New York

Mark shipment to BUSH TERMINAL or WALLA-BOUT Station for Brooklyn, Flatbush, Bay Ridge, Sheepshead Bay, Coney Island, Bensonhurst, Jamaica and Long Island Suburban Towns.

BROOKLYN, N. Y.

Over 32 Years in Present Location

Consign your Brooklyn and Long Island shipments to us. Convenient to all terminals.

LEXINGTON

STORAGE & WAREHOUSE CO., Inc.

Office: 25-27 Lexington Ave., Brooklyn

LONG DISTANCE MOVING OUR SPECIALTY
FLEET OF PIERCE ARROW TRUCKS

R. W. SANDIFORD, Pres.

F. L. CORWIN, Treas.

E. E. CAIRNS, Sec. & Mgr.

COLLECTIONS MADE
AND REMITTANCE
PROMPTLY FORWARDED

BROOKLYN, N. Y.

Fulton Storage Warehouse Co.

1907-1913 Fulton Street and
55 and 57 McDougal Street

Brooklyn, N. Y.

Geo. Burghardt, Mgr.

BROOKLYN, N. Y.

Cable Address, *Jenkinlis*
Western Union

Long Distance Phones
3100-3101-3102 Lafayette



ABSOLUTELY FIREPROOF

Long Island Storage Warehouses

Nostrand and Gates Avenues

BRANCH WAREHOUSES

881-891 Park Avenue

781-789 Kent Avenue

To save delay in consignments for delivery to any part of New York City or Brooklyn, mark goods in our care to "Eastern District Terminal, Brooklyn." This is the center of Greater New York—no delay due to congestion.

Try shipping this way. We know

BROOKLYN, N. Y.

JOHN E. CASSIDY, *Treas.*

Nineteenth Street Storage Warehouse

Incorporated

Nineteenth St. and Eighth Ave.
Brooklyn

Storage for Household Goods
and Merchandise, Packing and
Shipping, Motor Vans.

We are convenient to all rail-
roads at Bush Terminal Sta-
tion for deliveries to Bay Ridge,
South Brooklyn, Flatbush and
Prospect Park Sections. Con-
signments to these points can
be handled economically by us.

Members N. F. W. A. and N. Y. F. W. A.

BROOKLYN, N. Y.

Established 1889

Chas. D. Strang's Montauk Storage Company

187-199 So. PORTLAND AVE.

178-180 So. PORTLAND AVE.

Fireproof Branch: 356-360 Coney Island Ave.

Send your shipments to Brooklyn in my care.
Both your customers and yourself will receive
prompt, careful and courteous attention.

Storage, Moving, Packing and
Shipping of Household Goods.

N. Y. F. W. A.

I. F. W. A.

S. F. W. A.

BROOKLYN, N. Y.

William H. Strang Warehouses

Established 1875

900-910 ATLANTIC AVENUE

1287-1295 ATLANTIC AVENUE

Packing, Shipping, Moving
and Storage of Household Goods

N. Y. F. W. A.

BROOKLYN, N. Y.

P. J. O'Connor, Inc.

Packing, Moving and Storage

Jerome Ave. and East 18th St.

SHEEPSHEAD BAY AND CONEY ISLAND

BROOKLYN, N. Y.

ESTABLISHED 1892

Reliable Service Our Motto

Gustav A. Olson & Co., Inc.

303-307-314-318 Bergen Street, Brooklyn, N. Y.

Crating, packing and shipping of Furni-
ture and Household Goods, Pianos,
China, Bric-a-Brac by experienced men.

Storage of Household Goods in Separate
Rooms. Moving, Local and Long Dis-
tance, by our fleet of five enclosed and
padded motor vans operated by men who
know how to handle furniture.

Consign your shipment in our care marked Baltic Terminal.
Prompt Collections and Remittances

If Your City Isn't Represented Here

Put it on the shippers' map by
inserting your card in this space.

BROOKLYN, N. Y.

ALBERT HARTOG,
Manager

Sunlight Fireproof Storage Warehouse Co., Inc.

Our Motto: Efficiency, Service, Safety

PRIVATE ROOMS

Fireproof Warehouse:

Entire Block Classon Avenue, Atlantic Avenue
and Pacific Street

Office: 1050 Atlantic Avenue

BROOKLYN, N. Y.

Trans-Shipping & Distributing Warehouse Corporation

Foot of Bowne St., Brooklyn, N. Y.

Pool cars for distribution.

Private siding for all railroad connections.

No switching charges.

L/C/L freight terminal for all railroad connections.

No cartage charge on inbound or outbound rail
shipments.

Lighterage at our door.

REFERENCES:

GUARANTY TRUST COMPANY, NEW YORK
CORN EXCHANGE BANK (SO. BROOKLYN BRANCH)

BUFFALO, N. Y.

Established 1903



297-303 Niagara St.

For YOUR BUFFALO SHIPMENTS we offer:

Fireproof and non-fireproof warehouses, centrally located.

Seven trucks available for instant service.

Remittance promptly upon receipt of bill of lading.

A reputation for reliability and good service—our greatest asset.

MEMBERS:

American Warehousemen's Association
 National Furniture Warehousemen's Association
 New York State Furniture Warehousemen's Association.
 Buffalo Furniture Warehousemen's Association.
 Buffalo Chamber of Commerce.

AMERICAN HOUSEHOLD STORAGE CO.H. J. Wilkes,
*President*Kneeland B. Wilkes,
Treasurer

BUFFALO, N. Y.



"BUSY SINCE 1895"

We Offer the
 Most Complete
 Service in
 Buffalo
 and Vicinity

STORAGE
 REMOVALS
 PACKING
 FORWARDING

COLD SPRING STORAGE CO., Inc.

J. W. POWELL, Pres.

1432-1442 MAIN ST., BUFFALO, N. Y.

MEMBERS AMERICAN WAREHOUSEMEN'S ASSO.

NEW YORK STATE WAREHOUSEMEN'S ASSO.

NATIONAL FURNITURE WAREHOUSEMEN'S ASSO.

BUFFALO CHAMBER OF COMMERCE

BUFFALO, N. Y.

BUFFALO
STORAGE & CARTING COMPANY
 STORAGE, TRANSFER AND
 FORWARDING
 Warehouse on New York Central Tracks

BUFFALO, N. Y.

Fred F. Dye Fireproof Warehouse, Inc.
 1661-1669 Main St.
 OUR WAREHOUSES ALL FIREPROOF
 MOVING—PACKING—STORING—SHIPPING
 HOUSEHOLD GOODS EXCLUSIVELY

BUFFALO, N. Y.

O. J. GLENN & SON
 Everything in the Line of Moving,
 Carting, Packing, Storage
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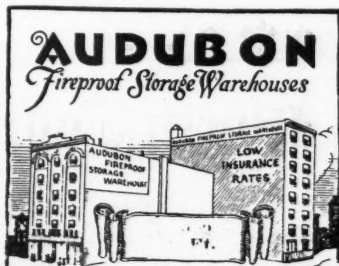
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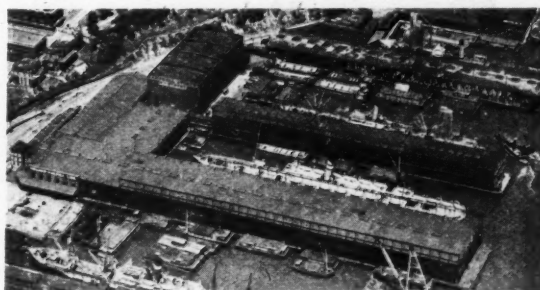


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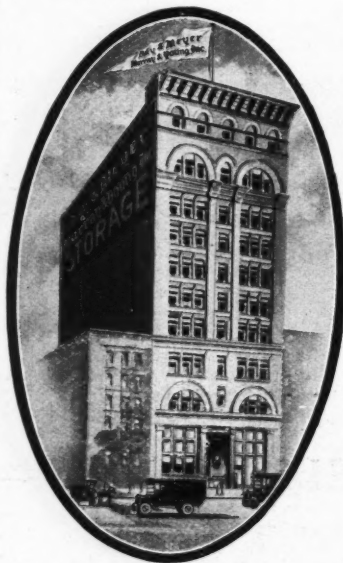
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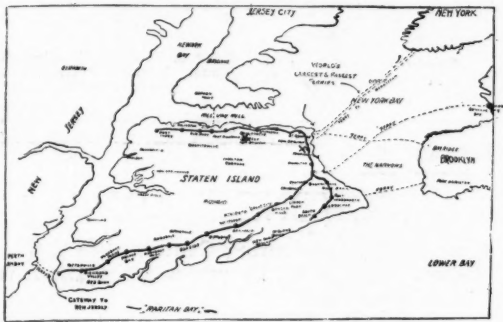
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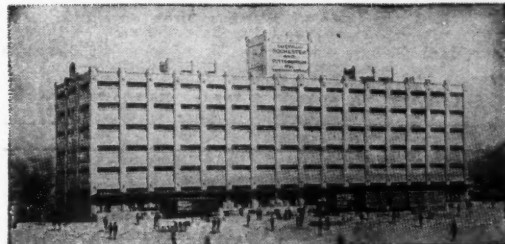
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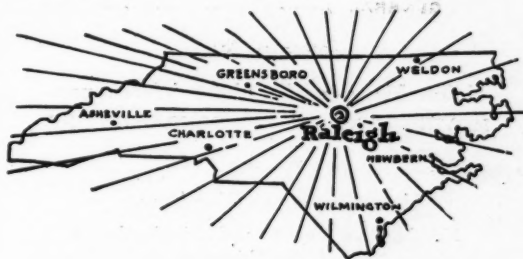
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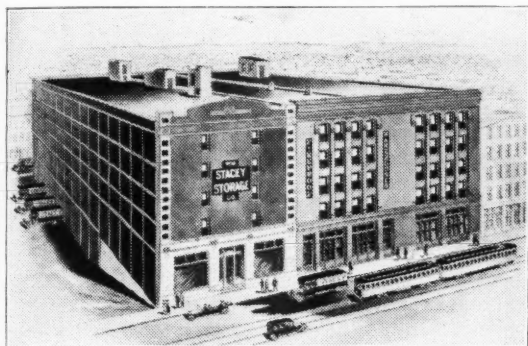
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Established 1858

We are equipped to handle carloads and less than carloads for out of town firms. Warehouse on Pennsylvania Railroad. Motor Truck and Team Service.

WALLACE TRANSFER & FORWARDING CO.
 222 and 224 East Front Street

CLEVELAND, OHIO

The Curtis Bro.'s Transfer Company

French, Winter and Fall Streets
CLEVELAND, OHIO

Mercantile Storage and General Trucking

Low Insurance

Private Siding on

Sprinkler System

C., C., C. & St. L. R. R.

Pool Cars for Distribution

Motor Truck Service

CINCINNATI, OHIO

THE ZEIGLER SCHAEFER COMPANY

(Inc'P'D.)

Fireproof and Non-Fireproof Storage

Over 100,000 square feet in the heart of Cincinnati

Let Us Store, Move, Pack, Ship or Distribute Your
 Automobiles, Furniture and Merchandise

2000-2020 ELM ST.

Est. 1899

The Men Who Distribute

Bowser Tanks

Read DISTRIBUTION & WAREHOUSING
 and consult the Shippers' Index

The Men Who Distribute

Tidewater Oil

Read DISTRIBUTION & WAREHOUSING
 and consult the Shippers' Index

CLEVELAND, OHIO

The Ninth Street Terminal Warehouse Company

1200 West 9th St., Cleveland, Ohio



OHIO'S LARGEST WAREHOUSE

3,500,000 Cubic Feet GENERAL STORAGE

1,500,000 Cubic Feet COLD STORAGE

We have a 63-car railroad track capacity.

We have a new fireproof, sprinklered building.

We are centrally located in the down-town district.

We have storage-in-transit privileges.

The Big Four Railroad has its office and freight house with us.

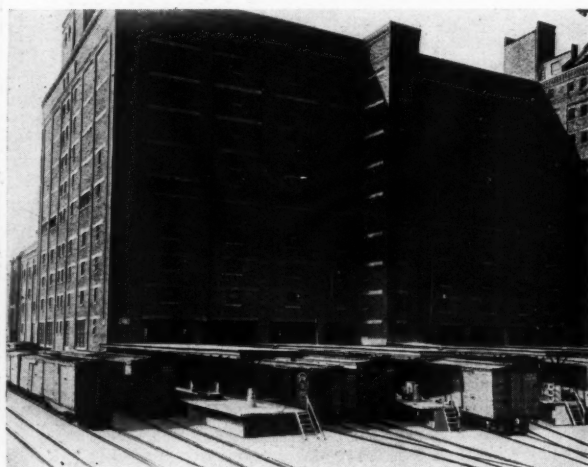
We have free switching from all other railroads.

We do a merchandising, distributing and pool car business.

We have offices available for brokers, manufacturers' agents or branch managers.

Wholesalers and manufacturers store with us.

We have low insurance rates.



WM. J. HOGAN
President and Gen'l Manager



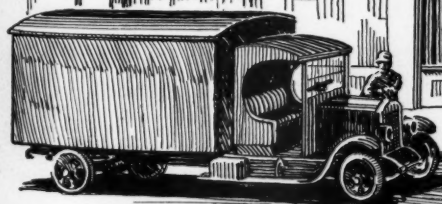
A. B. EFROYMSON
General Superintendent

Cleveland

MEMBERS OF NATIONAL FURNITURE WAREHOUSEMEN'S ASSOCIATION

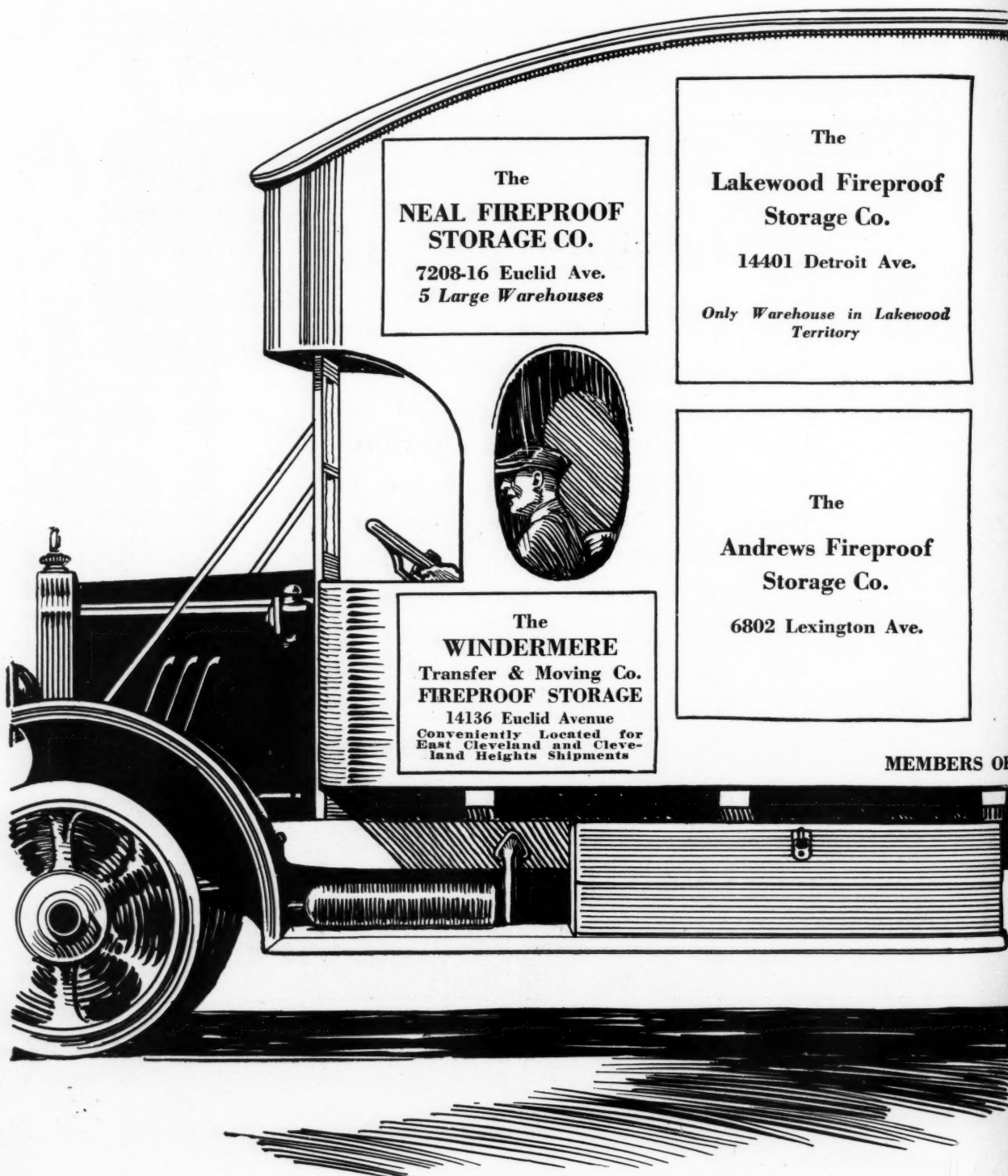
Announcement

THE Cleveland Warehousemen sharing these three pages are notable among the furniture warehouses of Cleveland for a superiority of service that is equalled in few other cities. No matter what particular feature of furniture handling is called for by your customer, these houses can supply it. When shipping into Cleveland, get in touch with A MEMBER OF THE CLEVELAND FURNITURE WAREHOUSEMEN'S ASSOCIATION.



Cleveland

MEMBERS OF NATIONAL FURNITURE WAREHOUSEMEN'S ASSOCIATION



The
**NEAL FIREPROOF
STORAGE CO.**

7208-16 Euclid Ave.
5 Large Warehouses

The
**Lakewood Fireproof
Storage Co.**

14401 Detroit Ave.

*Only Warehouse in Lakewood
Territory*

The
**Andrews Fireproof
Storage Co.**

6802 Lexington Ave.

The
**WINDERMERE
Transfer & Moving Co.
FIREPROOF STORAGE**

14136 Euclid Avenue
Conveniently Located for
East Cleveland and Cleve-
land Heights Shipments

MEMBERS OF

Fifth City

JOHN BECKER
Fireproof Storage
2055 W. 41st Street

The
**KNICKERBOCKER
STORAGE CO.**
7724 Detroit Ave.

Established 1905

The
**Lincoln Fireproof
Storage Co.**
5660-5704 Euclid Ave.

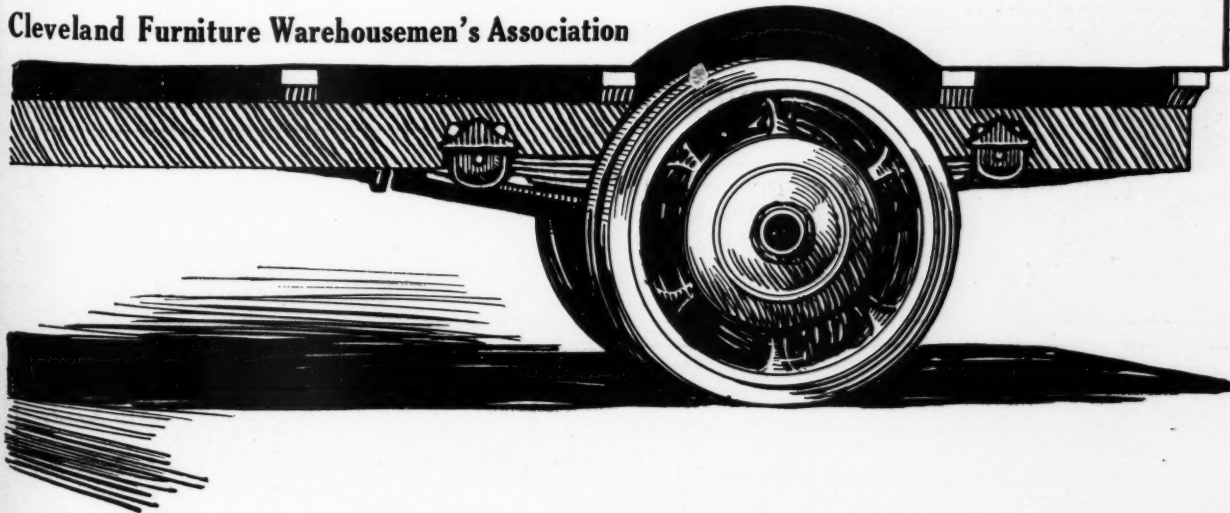
Geo. A. Rutherford, President
W. R. Thomas, Vice-President
W. H. Turner, Sec. & Treas.

The
**REDHEAD
STORAGE CO.**
11605-9 Euclid Ave.

**LAKESHORE
MOVING AND
STORAGE CO.**
664 East 105th St.

The
**Scott Bros. Fireproof
Storage Co.**
1838-40 East 55th St.

Cleveland Furniture Warehousemen's Association



CLEVELAND, OHIO

Ship Your Cleveland Freight

Direct care Gregg Cartage Co. Freight to and from Depots.
Storage and delivery on request.

Distribution of Samples, Packages and Circulars.

GREGG CARTAGE CO.

502 Prospect Fourth Bldg., CLEVELAND, OHIO

CLEVELAND, OHIO

*Lederer Has Something in
Store for You*

MERCANTILE STORAGE AND DISTRIBUTION

**LEDERER TERMINAL
WAREHOUSE COMPANY**



CLEVELAND, OHIO

**THE LIBERTY
CARTAGE CO.**

422-4 FRANKFORT AVE.
CLEVELAND, OHIO

MERCANTILE STORAGE

CARLOAD

CONSOLIDATING

DISTRIBUTING

FORWARDING

FREIGHT HANDLERS

CITY DELIVERIES

AFFILIATIONS

PENNOYER FREIGHT SERVICE

MEMBER

American Warehousemen's Assn.

National Team & Motor Truck Owners' Ass'n.

COLUMBUS, OHIO

**The W. Lee Cotter
Warehouse Co.**

Operating the

COLUMBUS

TERMINAL WAREHOUSES

(seven of them)

**FIREPROOF AND
NON-FIREPROOF**

**MERCHANDISE STORAGE
AND DISTRIBUTION**



*Save 35% to 50% by
shipping in car lots*

COLUMBUS, OHIO

Safety First

The Fireproof

Warehouse & Storage Company

1018-30 North High Street
Columbus, Ohio

TRANSFERRING — STORING — PACKING

We have one of the finest warehouse plants in the state; being steam heated throughout, equipped with a sprinkler system, absolutely fireproof. The cheapest rate of insurance. Located handy to all railroads, we are able to deliver the best service obtainable anywhere. We solicit your shipments to our city and assure you we will reciprocate. P. A. DOLLE, General Manager.

Motor Truck Service

Vaults for Valuables

Private Rooms

COLUMBUS, OHIO

The Merchandise Storage Company

Columbus, Ohio

General Storage & Distribution

SERVICE THAT WILL SATISFY

DAYTON, OHIO

THE LINCOLN STORAGE CO.

"Fireproof"

Big 4 Private Siding

Member N. F. W. A.

313-315 EAST FIRST STREET

A. B. Compton, Vice-President and General Manager

The Men Who Distribute

Bickley Furniture

Read **DISTRIBUTION & WAREHOUSING**
and consult the Shippers' Index

DAYTON, OHIO

THE UNION STORAGE CO.

U. S. BONDED
BAINBRIDGE, BACON & STATE STREETS
MERCHANDISE STORAGE TRANSFER DISTRIBUTION

LAKEWOOD, OHIO

THE Lakewood Fireproof Storage Co.

14401 Detroit Ave.
LAKEWOOD OHIO CLEVELAND

We solicit your shipments to
Lakewood and west side of Cleveland.

LIMA, OHIO

POOL CAR DISTRIBUTORS
EAGY TRUCK AND STORAGE

320-322 NORTH CENTRAL AVENUE
General Trucking, Rigging, Long Distance Moving,
Storage and Vans
PHONE MAIN 2548 LIMA, OHIO

The Men Who Distribute
Horlick's Malted Milk

Read DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index

MANSFIELD, OHIO

The Cotter Transfer & Storage Co.

Operating Five Fireproof
and Non-Fireproof Warehouses

in

MANSFIELD, OHIO

THE TRUNK-LINE CITY

*Furniture and Merchandise Storage
and Distribution*

**Motor Trucks
Heavy Hauling**



MARION, OHIO

**MERCHANTS
Transfer Company**

160 McWILLIAMS COURT, MARION, OHIO

Heavy Haulage Our Specialty. General Distribution and Storage of Merchandise. Motor Vans for Local and Long Distance Moving. Storage for Household Goods, Automobiles and Machinery. Packing and Shipping. Private Siding New York Central Lines.

MEMBER N. F. W. A.

NORWOOD, OHIO

CONSIGN YOUR SHIPMENTS FOR
CINCINNATI AND NORWOOD, OHIO, TO
THE NORWOOD TRANSFER CO.
MOVING—PACKING—STORAGE OF HOUSEHOLD GOODS
POOL CAR DISTRIBUTION OF MERCHANDISE
MOTOR TRUCK SERVICE
OFFICE: 4416 Main Ave., NORWOOD, OHIO
WAREHOUSE: Madison Ave. and C. L. & N. R. R.
Members:
Ohio Warehousing Association National Furniture Warehousemen's Association

SPRINGFIELD, OHIO

The Citizens Transfer and Storage Co.

LOWRY AVE. AND BIG FOUR R. R.
Storage of Merchandise and Household Goods
Forwarders and Distributors
Motor Truck Service

W. A. HANCE W. P. BYERMAN
Private siding on C. C. C. St. L. R. R.

SPRINGFIELD, OHIO

**SPRINGFIELD HAS ONLY ONE
FIREPROOF WAREHOUSE**

—But that one is well capable of caring
for all shipments, with a service that is
notably efficient and complete.

Located on a private siding (Penn. R. R.), with free switching tariff, right in the heart of the State, the Wagner establishment is ideally situated for handling distribution of merchandise.

Fireproof lockers for household goods.

Service includes pool car distribution, city and inter-city transportation by motor truck, rigging and moving of heavy machinery, storage and transfer of household goods and automobiles.

Wagner Fireproof Storage & Truck Co.

Lowry Ave. and Pennsylvania Tracks
Springfield, Ohio

About Distribution & Warehousing

"We read pretty nearly everything that is published in DISTRIBUTION & WAREHOUSING each month and never fail to get really useful information out of it."—*W. N. Wilson, Treas., Security Storage & Safe Deposit Co., Norfolk, Va.*

"There is no question but what the work which your magazine is doing in the particular field of distributing and warehousing will only result in good for the warehousing industry."—*George S. Lovejoy, Manager, Quincy Market Cold Stor. & Whse. Co., Boston, Mass.*

"I certainly think you are putting out a most creditable trade journal. In fact, all of the matter contained is of great interest to everyone connected with the warehouse industry."—*L. T. Crutcher, Vice-Pres., The General Storage Co., Cleveland, O.*

TOLEDO, OHIO

"Ship to Toledo and Consign to Depenthal"

We are specialists in furniture packing, local and long distance furniture hauling.

Storage for general merchandise and household goods. Connections with all railroads entering the city.

Private siding on the B. & O.

Member of National Furniture Warehousemen's Association.



Depenthal Truck & Storage Co.

Main Office

108 Summit Street, Toledo, Ohio

TOLEDO, OHIO

Drew Does It

H. L. DREW CARTAGE AND STORAGE CO.

Merchandise and Household

Goods Storage

Moving, Packing, Crating and Shipping

439 Huron Street
Toledo, Ohio

TOLEDO, OHIO

THE GENERAL FIREPROOF STORAGE CO.

651-655 STATE STREET

Household Goods Exclusively

*Members: The National Furniture Warehousemen's Ass'n
American Warehouse Association*

TOLEDO, OHIO

HOUSEHOLD GOODS EXCLUSIVELY

Established 1894

The H. C. Lee & Sons Co.

TOLEDO'S LEADING MOVERS

STORAGE

MEMBER N. F. W. A. Toledo, Ohio

TOLEDO, OHIO

Let "RATHBUN" Do It

THE RATHBUN CARTAGE CO.

195 and 197 So. St. Clair St.

Equipment Up to 20 Tons Capacity

Storage of Household Goods, Pianos and Merchandise

Members Nat'l F. W. Asso.

TOLEDO, OHIO

THE TOLEDO MERCHANTS' DELIVERY COMPANY

215 SO. ST. CLAIR ST.
AUTO SERVICE—FIREPROOF STORAGE
Local and long distance hauling

Household Goods and Automobiles Moved, Packed, Shipped and Stored. Safes, Boilers, Machinery and Smokestacks Moved.

100% SERVICE

Reference: Second National Bank, or any bank in Toledo

TOLEDO, OHIO

The Toledo Terminal Warehouse Co.

928-930 GEORGE STREET

TOLEDO, OHIO

STORAGE OF MERCHANDISE

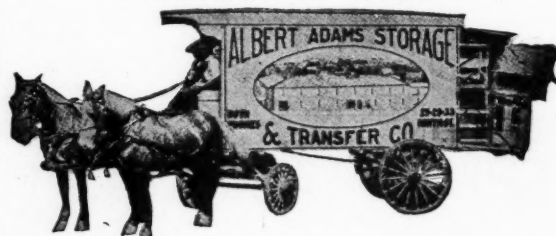
Special Attention to Pool Car Distribution

ZANESVILLE, OHIO

ALBERT ADAMS STORAGE AND TRANSFER CO.

25-29-33 Ninth St.

Merchandise and Household Goods
Manufacturers' Distributors Carload Distribution
50,000 Square Feet of Floor Space



CHICKASHA, OKLA.**O. K. TRANSFER & STORAGE CO.**

602 North 2nd St. Offices, 218 Chickasha Ave.

We make a specialty of forwarding and distribution of Pool Cars
Distribution and Storage of Household GoodsFIREPROOF WAREHOUSE ON RAILROAD SIDING
LOWEST INSURANCE RATES PACKING—STORAGE—SHIPPING**TULSA, OKLA.****Joe Hodges Fireproof Warehouse**

Moving — Packing — Storage

Mixed Cars a Specialty. Large docks for sorting. We solicit
your shipments to our city and assure you we will reciprocate
and guarantee prompt remittance. Located on Railroad.
Best Service Obtainable.**CLINTON, OKLA.**

CHURCH WAREHOUSE & TRANSFER CO., Clinton, Okla.

DISTRIBUTORS FOR WESTERN OKLAHOMA

Junction point St. L. & S. F., C. R. I. & P., K. C. M. & O., C. &
O. W. Railroads.

Only Brick Warehouse in Western Oklahoma

Storage and distribution of Merchandise and Pool Cars given special
attention.

Member American Warehousemen's Association

TULSA, OKLA.**Tulsa Storage & Transfer Co.**

Fireproof Warehouse

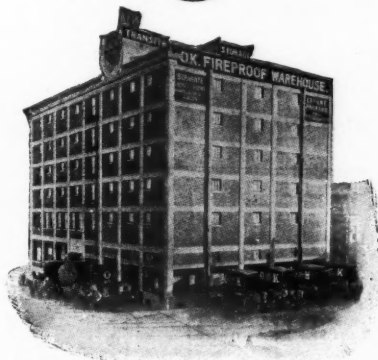
Pooled car distributors—private siding "Frisco" merchandise and
H. H. Goods—6 railroads into Tulsa—A. T. & S. F., Frisco, M. V.,
M. K. & T., O. U. R. & S. S.**MUSKOGEE, OKLA.****Muskogee Transfer & Storage Co.**

2—Fireproof Warehouses

Merchandise and Household Goods

Stored—Pool Cars Distributed

Railroad Siding.

PORTLAND, ORE.**General Warehousing
Storage - Distribution****Portland
Oregon***Logical distributing point
of the
Pacific Northwest Territory***OKLAHOMA CITY, OKLA.****WEICKER****O.K. TRANSFER & STORAGE CO.**

A. C. WEICKER, President

General Warehousing and DistributionMembers—Central Warehousemen's Club, American
Chain Warehouses, American Warehousemen's
Ass'n, National Furniture Warehousemen's Ass'n.Write for freight tariff to all points in Oklahoma
City territory.**PORTLAND, ORE.****B E K I N S**
FIREPROOF STORAGE

Distributors

Northwest Shipments Promptly Handled

PORTLAND, ORE.

Sixteenth and Sandy Blvd.

SEATTLE, WASH.

Madison at Twelfth

PORTLAND, OREGONG. W. CUMMINGS
PresidentJ. H. CUMMINGS
Secretary**Northwestern Transfer Co.**

Incorporated 1888

STORAGE - DISTRIBUTION - HAULING

Free Trackage All Railroads

We Make a Specialty of Distributing Pool Cars

Office, 64 Front Street

PORTLAND, ORE.**OREGON AUTO DESPATCH**

Office and Warehouse

200 North 13th St.

DRAYAGE AND STORAGE

Distribution Cars a Specialty

Free Switching From All Railroads

OKMULGEE, OKLA.**HAL GRIFFIN, THE TRANSFER MAN**

Hauling, Storing and Shipping

Distribution Service

West Third between Frisco and Okmulgee Northern R. R.

PORTLAND, ORE.

Mr. Traffic Manager:

Did you ever compare the cost of cheap storage and distribution rates plus indifferent service with FAIR storage and distribution rates plus REAL service?

OREGON TRANSFER COMPANY

474 Glisan Street

PORTLAND

OREGON

ERIE, PA.

ERIE WAREHOUSE COMPANY

A Complete and Efficient Service
Mercantile Storage
Pool Car Distribution

CENTRAL LOCATION

AMPLE WAREHOUSE AND

TEAM TRACKAGE

OUR OWN MOTOR TRUCK FLEET

ERIE, PA.

LAKE AND RAIL



Our downtown warehouse is a modern building, fireproofed, commodious, and located in the heart of Erie's wholesale district, readily accessible to your local trade.

Our docks extend 1000 feet into one of the best harbors on the Great Lakes and have storage facilities for 800 carloads.

These unexcelled facilities make Erie and the Fort Erie Warehouses the logical place and means for rapid, convenient, profitable distribution by discriminating shippers.

Fort Erie Warehouses & Docks

Erie, Pa.

J. M. Dunkle, Resident Manager

ALLENTOWN, PA.

Hummel Warehouse Company

728-40 N. 15th Street

Pool Car Distribution and Forwarding.

Transfer. Storage. Railroad Siding.

Mark all shipments Lehigh Valley R. R. Delivery.

CHESTER, PA.

Headley's

Express & Storage Co., Inc.

General Storage

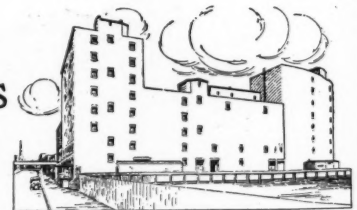
Merchandise and Household Goods

Moving, Packing and Shipping

HARRISBURG, PA.

POOL CARS

Efficiently Handled



Merchandise and Household Goods Storage

HARRISBURG STORAGE CO.

P. R. R. Sidings.

HARRISBURG, PA.

ERIE, PA.

ERIE STORAGE & CARTING COMPANY

1502 Sassafras Street

Members of A. W. A.
I. F. W. A., N. Y. F. W. A.
Am. Chain &
Rotary Club



Warehouse in the center of the city, with trackage from N. Y. Central Lines and switching to all other lines. Unexcelled facilities for handling shipments of household goods and merchandise. Branch house service for manufacturers.

HARRISBURG, PA.

The Heart of Distribution



Carloads spotted at our doors are broken into LCL shipments via any steam line, without carting charges. There is a big saving for distributors in this feature. Trackage for twenty-four cars. Lowest insurance rates.

We are located at the very heart of one of the richest and most populous markets in the country. Get your goods into this market economically through our facilities.

Keystone Warehouse

Harrisburg, Pa.

W. C. Wirth, Resident Manager

HARRISBURG, PA.

MONTGOMERY & CO.**STORAGE WAREHOUSES**

Merchandise Storage—Transferring—Forwarding
 Direct Track Facilities Pool Car Distribution
 Members A. W. A. and American Chain of Warehouses

LANCASTER, PA.

KEYSTONE STORAGE COMPANY

STORAGE—DISTRIBUTORS—FORWARDERS
 Merchandise and Household Goods

MANUFACTURERS' DISTRIBUTORS MOTOR SERVICE
 Siding on P. R. R. and P. & R.

LANCASTER, PA.

Lancaster Storage Co.

Lancaster, Pa.

Merchandise Storage, Household Goods, Transferring, Forwarding

Manufacturer's Distributors, Carload Distribution
 Local and Long Distance Moving
 Railroad Sidings

OIL CITY, PA.

CARNAHAN**TRANSFER & STORAGE COMPANY**

R. C. LAY, Proprietor

Piano Moving a Specialty
 Distributing and Forwarding Agents; Packing
 Fireproof Warehouse

PHILADELPHIA, PA.

American Storage & Express Co.

215 South Tenth Street, Philadelphia, Pa.

Storage—Moving—Packing

Shipping

Auto Service

Storage

For General Merchandise

Heavy Machinery

PHILADELPHIA, PA.

Commercial Warehouse Company**GENERAL MERCHANDISE STORAGE**

Motor Truck Service—P. & R. Track Connection
 S. W. Cor. 3rd and Willow Streets, Philadelphia

PHILADELPHIA, PA.

HARVEY J. LUTZ

MILTON A. HILDENBRAND

HILDENBRAND BROS.

STORAGE, PACKING, MOVING

Broad and Cumberland Streets, Philadelphia, Pa.

Large fleet of Packard motor vans.

PHILADELPHIA, PA.

WHERE SERVICE SURROUNDS AND
 SAFETY ABOUNDS



North Philadelphia Storage Co.

2033 Lehigh Ave.

PHILADELPHIA, PA.

Penn Storage & Van Co.

2136 MARKET STREET

PHILADELPHIA, PA.

Philadelphia
LOGISTICS

1004-1026 Spring Garden Street

Manufacturing Distributors

Philadelphia, Germantown, Chestnut Hill,

Camden, N. J., Frankford

PHILADELPHIA, PA.

Established 1903

SPED
 MERCHANDISE DISTRIBUTORS
TROTH'S
 MODEL WAREHOUSES

MANUFACTURERS'
 DISTRIBUTORS

Direct delivery service throughout Philadelphia
 and Camden :: :: Correspondence solicited

Address

Office—5th and Byron Streets
 CAMDEN, N. J.

The Men Who Distribute

Winchester Arms and Ammunition

Read DISTRIBUTION & WAREHOUSING
 and consult the Shippers' Index

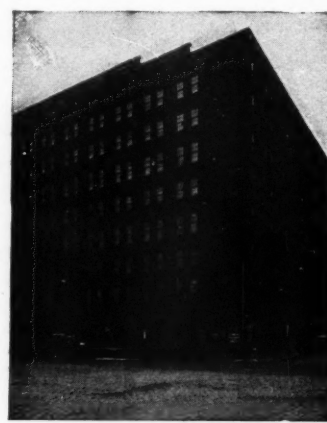
PHILADELPHIA, PA.



Columbia Avenue Warehouse
1511-1519
Household Goods Exclusively
Motor Equipment
Moving—Packing—Shipping

TERMINAL WAREHOUSE AND TRANSFER CO.

Green Street and
Delaware Avenue
PHILADELPHIA



Delaware Ave. and Green St.
Warehouse
Water Front
Pool Car Shipments
Manufacturers' Distributing

9 Warehouses—16 Acres of Floor Space—Trackage Facilities
for 17 Cars

Large Organization. Competent Office Warehouse Staff
Members American Warehousemen's Association—American Chain of Warehouses

PHILADELPHIA, PA.

WALLACE STORAGE CO.

237-253 Church Lane, Germantown, Phila., Pa.

For

Germantown and
Chestnut Hill

Shipments

Consign to Cheltenham Ave. Station, Penna. R.R.
or Phila. & Reading R. R.

Storage, Packing, Shipping of Household Goods
Long Distance Moving

PITTSBURGH, PA.

In

PITTSBURGH

It's

B L A N C K ' S Transfer & Storage Co.

Since 1880

MOVING—PACKING—STORAGE
BAGGAGE AND FREIGHT DELIVERY

FIREPROOF WAREHOUSE

REAL SERVICE

PITTSBURGH, PA.

BELMAR

MOVING & STORAGE CO.

OFFICE AND WAREHOUSE

Homewood Ave. and P. R. R.
Pittsburgh, Pa.

We pay commission on all work secured
through our correspondents and guarantee satisfaction to your customers.

PITTSBURGH, PA.

**Duquesne's Offer:
Certain Satisfaction**

To the firm selling to wholesalers and retailers we offer quick distribution to two million consumers. Large consignments reach us at carload rates and are reshipped L. C. L. without need for or expense of trucking. One hundred cars is our track capacity; eight five-ton elevators and a careful, experienced crew of handlers assure despatch and safety.

**Duquesne Warehouse Co.
Pittsburg, Pa.**

H. A. Bietenduefel, Superintendent.

PITTSBURGH, PA.

MURDOCH**STORAGE & TRANSFER COMPANY**

General Office, and Warehouses

546 NEVILLE STREET
PITTSBURGH, PA.

Branch Warehouse, Wilkesburg, Pa.

Murdoch Means Service

PITTSBURGH, PA.

**HASLEY BROTHERS
TRANSFER AND STORAGE**

939 So. Canal St., N. S.

MOVERS, PACKERS, SHIPPERS OF HOUSEHOLD GOODS
FIRE PROTECTED STORAGE—MEMBERS A. W. A.

PITTSBURGH, PA.

**J. O'NEIL TRANSFER
AND STORAGE**

N. S. PITTSBURGH, PENNA.

Furniture and Piano Moving a Specialty
General Hauling

NEW FIREPROOF STORAGE HOUSE
Separate Rooms

PITTSBURGH, PA.

**SERVICE TO THE
CORRESPONDENT**

CONSISTS in giving the correspondence of those we represent prompt acknowledgment, safeguarding their interests, mailing checks in settlement of accounts, and furnishing final reports of transactions.

THIS service also includes an element of importance:—the handling of shipments upon arrival in a manner conducive to joint customer's approval, whose future business we are always eager to secure.

Ship via Pennsylvania to East Liberty Station, (Pittsburgh, Pa.)

Established 1889

HAUGH & KEENAN
STORAGE AND TRANSFER CO.
CENTRE AND EUCLID AVENUES

PITTSBURGH, PA.

Interstate Trucking Company

2614-2618 Smallman St. 1, 2, 3½ and 5 ton trucks
GENERAL HAULING ON HOURLY OR TONNAGE BASIS
Carload Freight and Long Distance Hauling

Experienced Men—Good Equipment Call on Us—Save Time and Money
Trucking Agents for
Pennsylvania Transfer and Storage Company

PITTSBURGH, PA.

SHANAHAN**Transfer & Storage Company**

Established 1865



CONSIGN PITTSBURGH SHIPMENTS
IMMEDIATE RETURNS ON RECEIPT OF BILL OF LADING
FIREPROOF STORAGE FOR HOUSEHOLD GOODS ONLY
ALL SEPARATE APARTMENTS

5th Ave. at McKee Place, PITTSBURGH, PA.
Center of City

PITTSBURGH, PA.

WEBER

EXPRESS & STORAGE COMPANY

GENERAL HAULING

Moving, Packing and Storing of Furniture and Pianos

4 6 2 0 HENRY STREET

SCRANTON, PA.

Established 1894.
 "He Profits Most Who Serves Best"
 (Rotary)

The Quackenbush Warehouse Co.

Incorporated
 Warehousing of every description. Storing, Packing,
 Carting, Shipping. R.R. Siding. Manufacturers
 Distributors.

Correspondence Solicited

Scranton, Pa.

READING, PA.

Columbian Warehouse Company

Storage, New Merchandise Exclusively.

Modern Building, Lowest Insurance Rates.

S. W. Cor. 5th & Laurel Sts.

WILKES-BARRE, PA.

"Same Day Service"

MERCHANTS WAREHOUSING COMPANY

OF

Wilkes-Barre, Penna.

Warehousing, Transferring and Forwarding.
 Fireproof Warehouses and Competent Staff.
 Merchandise Storage and Pool cars checked.
 Located in the Hub of the wholesale district.
 Trackage facilities for 10 cars on L. V. and C. R. R. of
 N. J. sidings.

Directly opposite Pennsylvania, Lehigh Valley, C. R. R. of
 N. J., D. & H. freight stations.
 Manufacturers' Distributors with facilities to handle large
 consignments.

Offices: 150-156 E. Northampton Street

SCRANTON, PA.



Local & Long Distance Hauling
 Manufacturers' Distributors—
 Carload Distributors
 R. F. POST ESTATE

WILKES-BARRE, PA.

WILKES-BARRE WAREHOUSING CO.

General Storage and Distribution

Prompt and Efficient Service

Milling-in-Transit and Pool Cars

19 New Bennett St.

Wilkes-Barre, Pa.

PROVIDENCE, R. I.

TERMINAL WAREHOUSE CO. OF RHODE ISLAND, Inc.

Allen Avenue, Foot of Oxford Street on Providence River
 PROVIDENCE, RHODE ISLAND, U. S. A.

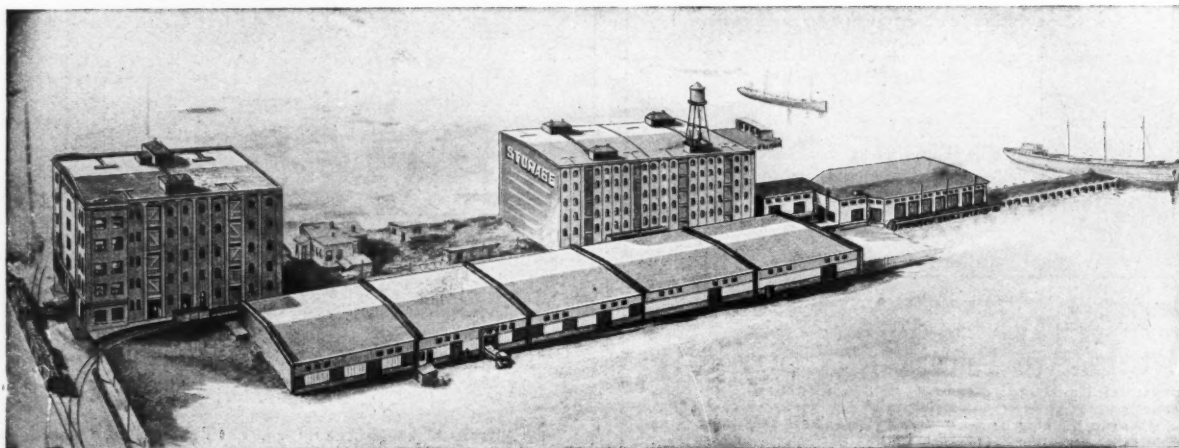
The most modern Storage Warehouses in New England, with side track capacity for 75 cars—Also several
 acres of yard storage

Our Location center of the Manufacturing Industries of New England. Deliveries either by Rail or Motor
 Trucks from our location to most any point in New England. Lowest Insurance Rates. Direct Track Con-
 nection N. Y., N. H. & H. R. R. Shipping Directions, South Providence, Rhode Island. Good Depth of
 Water. Weighing, Sampling and Shipping by Experts permanently employed.

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WM. A. MILLSPAUGH
 Secretary

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JAMES LE ROY FOSTER, Pres.

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*Rhode Island's Only Fireproof Warehouse***BROADWAY STORAGE CO.***Packing and Merchandise Distributors*

Merrill & Federal Streets, Providence, R. I.

PROVIDENCE, R. I.**CADY MOVING & STORAGE CO.**STORAGE WAREHOUSES
Household Furniture and Pianos
Packing, Crating and Shipping.
62 to 70 Dudley Street.**CHARLESTON, S. C.****CHARLESTON****Warehouse & Forwarding Co.**

CHARLESTON, S. C.

New three story reinforced concrete building, 100,000 square feet floor space.

Merchandise storage and distribution of pool cars.
Private tracks connecting with A.C.L., Southern, C.&W.C. and S.A.L. Rys. and all steamship lines.**ABERDEEN, S. D.****Aberdeen Storage Company**

Aberdeen, S. D.

Storage and Distributors
Pool Cars Solicited**WATERTOWN, S. D.**

FIREPROOF

BONDED

DAKOTA WAREHOUSE CO.

Merchandise Storage and Distribution

Pool cars solicited

Private Siding

Motor Trucks

CHATTANOOGA, TENN.**THE CHATTANOOGA
TRANSFER & STORAGE CO.**

Fireproof Warehouse

Furniture

Merchandise

Packed Stored Shipped

Heavy Hauling

Motor and Horse Drawn Equipment

CHATTANOOGA, TENN.**CHATTANOOGA****Warehouse & Cold Storage Company**

Chattanooga, Tennessee

MEMBERS: A. W. A. AND AMERICAN CHAIN

Cold and General Storage

GENERAL MERCHANDISE AND HOUSEHOLD
GOODS

PACKING AND SHIPPING

Special Attention Given to Pool Car Distribution.

Fireproof Building. On Tracks N. C. & ST. L. and
W. & A. Railroads Within One Block of All Freight
Depots*Consign Your Goods in Our Care***KNOXVILLE, TENN.****C. C. SULLINS, Sales Agent**

Warehousing, Distributing and Selling

POOL CARS A SPECIALTY

KNOXVILLE, TENNESSEE

Branch at 514 Scott Street, Bristol, Tenn.

NASHVILLE, TENN.**E. M. BOND****FIREPROOF STORAGE CO.**

HOUSEHOLD GOODS AND MERCHANDISE

Modern Fireproof Building

Private Siding With All Rail Connections.

BEAUMONT, TEXAS**The Heisig Storage
Company
BONDED**

BEAUMONT, TEXAS

Brick building well ventilated and equipped with
Automatic Fire Sprinklers. STORAGE, FOR-
WARDING and DISTRIBUTING.**DALHART, TEXAS****A Good Distributing Point**because it is centrally located between Denver, Kansas
City, Dallas and El Paso. Every accommodation ware-
houses can offer. We specialize on parcels post ship-
ments, to 700 postoffices reaching half a million buyers
within the second zone.

Ask us for particulars.

Tri-State Distributing Co., Dalhart, Tex.

The Men Who Distribute

Western Elec. ProductsRead DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index

DALLAS, TEXAS

Dallas Storage & Warehouse Co.

Send your Dallas shipments in our care.

We will protect your interests and satisfy your customer.

We give special attention to pool car distribution and solid car consignments.

60,000 square feet of fireproof storage space.

Motor trucks and team equipment.

Private siding for all railroad connections.

"We Help Ourselves by Helping Others"

DALLAS, TEXAS

CARLOAD DISTRIBUTION & STORAGE

Merchandise and Household Goods

The Inter-State Forwarding Co.

Cor. Elm & Jefferson St.

The Center of the Wholesale District

120,000 Sq. Ft.

on T. & P. R. R. Capacity Unloading 12 Cars Per Day.

Maintains an organization for service in all branches of Warehousing and Distribution

W. I. FORD and R. E. EAGON

Associate Managers

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R. L. Daniel Storage Co.

Box 487, 1706 Texas, 2813 Durazno Sts.

Our hobby is the crating, packing, shipping and storing of household goods. Consign your goods to us for proper attention.
Member, National Furniture Warehousemen's Assn.

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El Paso Fireproof Storage Co., Inc.
ESTABLISHED 1911

75,000 Sq. Ft.—Fireproof—Bonded

STORAGE and DISTRIBUTION

Merchandise and Household Goods

Our Warehouse is in the Center of the Jobbing and Business District

"Service Guaranteed"

Two Blocks East of Post Office

Campbell and Mills Sts.

El Paso, Texas

Members of the National Furniture Warehousemen's Association

EL PASO, TEXAS

60,000 Sq. Ft. Absolutely Fireproof Space for Merchandise Only

Twelve Other Warehouses for Household Goods, Etc.

Receiving
Storage
and
Distribution
of
Merchandise

Packing
Crating
Shipping
of
Household
Goods

Make Our Warehouse Your Branch House

BECAUSE

NO SWITCHING CHARGES

WE ARE BANKERS OF MERCHANDISE

WE HAVE THE LOWEST INSURANCE RATES IN EL PASO

WE HAVE A THOROUGH WAREHOUSE ORGANIZATION

WE GIVE ALL SHIPMENTS OUR PROMPT AND CAREFUL ATTENTION

EL PASO IS THE METROPOLIS OF THE GREAT SOUTHWEST AND THE GATEWAY TO MEXICO

INTERNATIONAL WAREHOUSE CO.

Member of Central Warehousemen's Club; also N. F. W. A. & A. W. A.; also Texas

The Men Who Distribute

Warner Sugar

Read DISTRIBUTION & WAREHOUSING and consult the Shippers' Index

The Men Who Distribute


Vacuum Oil

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FORT WORTH, TEXAS

In Fort Worth It's BINYON-O'KEEFE

With three warehouses having a total of 250,000 square feet of floor space; with our private side and free switching to Fort Worth's eleven Trunk Line Railroads—in Fort Worth, Binyon-O'Keefe is best prepared to serve you.



BINYON-O'KEEFE
Fireproof Storage Co.
Fort Worth and Houston

three mammoth warehouses
250,000 sq ft storage space

GALVESTON, TEXAS

The WILEY & NICHOLLS CO.

GALVESTON, TEXAS

TRANSFER AND FIRE-PROOF
WAREHOUSES

Pool Car Distributors

Forwarders

HOUSTON, TEXAS

A B C Storage & Moving Co.

Distribution and Forwarding

FIREPROOF WAREHOUSE CENTRALLY LOCATED
R. R. siding on Southern Pacific Line with free switching from all lines.

The Men Who Distribute

Tropical Paints

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and consult the Shippers' Index

The Men Who Distribute

California Raisins

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and consult the Shippers' Index

GALVESTON, TEXAS

Heart to Heart Chat with
the Traffic Manager

No. 10

Now when business in nearly all lines is on the upward trend, is it not time you were making arrangements to take full advantage of the situation? This can be done by having a spot stock on hand at Galveston, at the very doors of your customers. Aside from the advantage of having your goods in easy reach of your trade, there is a considerable saving in freight rates when shipped in carloads, over and above all storage and handling charges at Galveston.

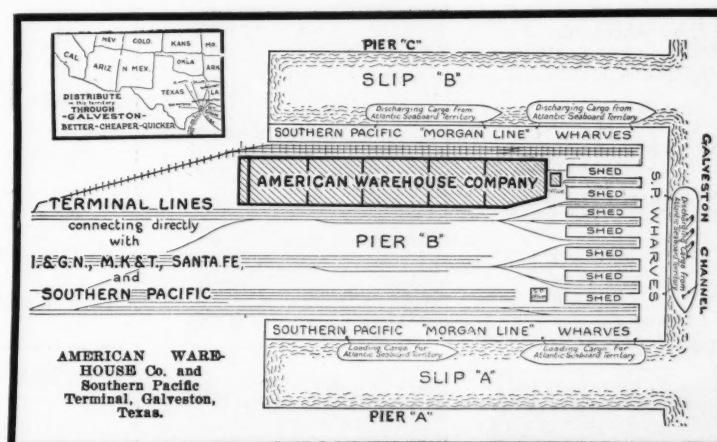
Any business entrusted to our care will be given the

best possible attention, and we know we can serve you satisfactorily if given a chance.

Think it over and let us hear from you.

AMERICAN WAREHOUSE COMPANY

Galveston, Texas

Office of Eastern Freight
Agent Foot of Conover
Street, Brooklyn, N. Y.

HOUSTON, TEXAS

HOUSTON, TEXAS

Binyon-O'Keefe Fireproof Storage Co.

The House of Real Service

Pool Car Distributors for
Southwest Texas and Mexico
Ideal Facilities for Permanent
Stock Distribution
500,000 Square Feet Floor
Space
Warehouses at Houston
Ft. Worth and Galveston

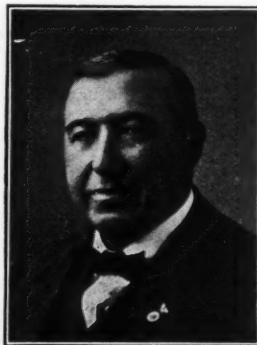
HOUSTON, TEXAS

When Shipping to
Houston, Texas

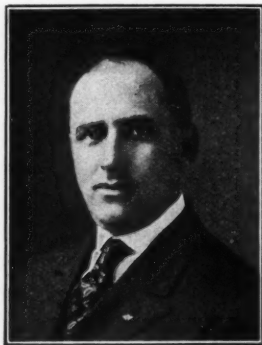
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**Westheimer
Service**

As Established
38 Years Ago

*It cannot be
improved upon.*



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President



BENJ. S. HURWITZ
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J. L. ARONSON
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SAN ANTONIO, TEXAS

Established 1880

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AUTO SERVICE

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OFFICIAL DISTRIBUTORS
MERCHANTS' TRANSFER CO.

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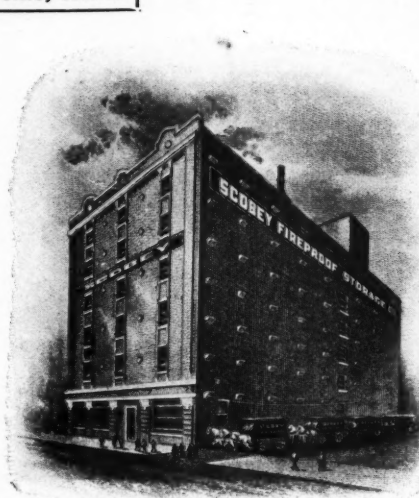
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Muegge-Jenull Storage Co.

Distributors Pool Cars for Texas and Mexico
General Storage
Bonded Fireproof, Reliable, Dependable Service

SAN ANTONIO, TEXAS



Two Large Fireproof Warehouses

With Lowest Insurance Rates
Capacity 1,250,000 cu. ft.

Members four leading associations.

GENERAL WAREHOUSING AND DISTRIBUTION

*Write for freight tariff to all
points in San Antonio territory.*

SCOBEY FIREPROOF STORAGE COMPANY
San Antonio, Texas

TEXARKANA, TEXAS

HUNTER TRANSFER CO.

TEXARKANA, ARK.

Established 1882
DISTRIBUTOR OF

POOL CARS
TRUCKING

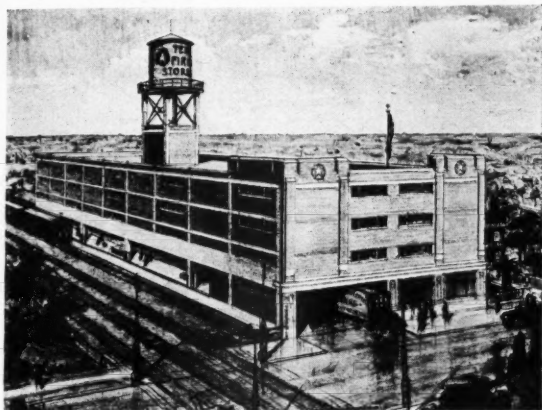
STORAGE
MOVING

The Men Who Distribute

U. S. Envelopes

Read DISTRIBUTION & WAREHOUSING
and consult the Shippers' Index

WACO, TEXAS

**Announcement**

Texas Fireproof Storage Company, Inc.
WACO, TEXAS

Four-story, fireproof storage warehouse. Modern in every particular. 50,000 sq. ft. floor space. Now under construction and will be completed and ready for business Feb. 15th, 1923. Located on the tracks of the St. L. & S. W. Ry., Santa Fe and I. & G. N. Unloading platform accommodates five cars. Texas Transfer Company, a subsidiary company, now operating a fleet of new two-ton Nash trucks, is prepared to handle distribution cars of all commodities.

PETERSBURG, VA.

PACKERS—MOVERS—SHIPPERS

Special Attention to Pool Cars

Storage Warehouses

Motor Trucks and Teams

GRESHAM & WARE, Inc.

PETERSBURG, VA.
HOPEWELL, VA.

SOUTHERN
BONDED WAREHOUSE
Distributors—Fireproof Storage

RICHMOND, VA.

Virginia Bonded Warehouse Corporation
1707 East Cary St.

Distribution and Forwarding of General Merchandise
Only
Largest Warehouses in South. Southern R.R. Siding.
Members: American Warehousemen's Association

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The Heart of Texas

Weatherred Transfer and Storage Co., Inc.

Members—A. W. A., N. F. W. A., Am. Ch., Tex. W.
and Ft. M. A. and Rotary Club

Our modern warehouse covers one city block, with trackage on I. & G. N., G. C. & S. F. and St. L. and S. W. Rys.

Equipped to give the very best service on Storing and distributing Merchandise.

Modern equipment for handling Household Goods.

SEATTLE, WASH.

B E K I N S
FIREPROOF STORAGE

Distributors

Northwest Shipments Promptly Handled

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Madison at Twelfth

PORTLAND, ORE.
Sixteenth and Sandy Blvd.

SALT LAKE CITY, UTAH

Merchandise Storage and Distribution

Over 1,000,000 Cubic Feet Re-enforced Concrete,
Sprinklered Space

Insurance Rate Only 18 Cents

Jennings-Cornwall Warehouse Co.

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We Store—Forward—Reconsign
Modern Fireproof Storage Facilities

Jones & Company, Inc.

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NORFOLK, VA.

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"Better" Warehousemen

SEATTLE, WASH.

WAREHOUSES with every modern facility.

ORGANIZATION trained in every detail.

SATISFACTION is our aim and we see that our customers get it.

Insurance Rate 25c

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Established 1889
Incorporated 1904
Free & Bonded

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Seattle, Wash.



GENERAL MERCHANDISE STORAGE
MACHINERY STORAGE
HOUSEHOLD GOODS STORAGE
POOL CAR DISTRIBUTIONS
OPERATING 30 TEAMS, 24 AUTOS
SERVICE OUR MOTTO

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**WE OWN BOTH WAREHOUSES**

Established 20 years in Tacoma—and know how to handle your requirements

Storage (bonded and free) Merchandise and H. H. Goods
Moving and Packing by Experts C. L. & L. C. L. Distribution
Collections Remitted Promptly We Solicit Your Business

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Merchandise and Furniture Storage

Distributors and Forwarders

Merchandise and Furniture



SEND YOUR POOL CARS IN OUR CARE
Auto Truck and Transfer Service

N. P. RY. SIDE TRACKS
BROADWAY AND 17th STREET

SEATTLE, WASH.

TAYLOR

Transfer and



EDWARDS

Storage Co.

Members:

American Warehousemen's Asso. Central Warehousemen's Club

Merchandise Distributors

DISTRIBUTION CARS

Delivered, Forwarded or
Stored.

RAILROAD CONNECTIONS

FIREPROOF STORAGE

SEATTLE

POOL CARS

Furniture Packed, Shipped
or Stored.

Established 1905

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MILLER TRANSFER & STORAGE CO.

Successors to MILLER & LENINGTON

DISTRIBUTORS and FORWARDERS

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**TRANSFER—STORAGE
WAREHOUSING**

Bonded and Free Storage

Motor Trucks and Team
Equipment for All and
Every Kind of Hauling

SHIP IN OUR CARE
and let us be "At your
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Warehouse: 228 South 1st Street

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**UNITED WAREHOUSE CO.
SEATTLE, WASH.**

Established 1895

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U. S. CUSTOMS BONDED STORAGE

RAIL CONNECTION WITH ALL ROADS

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DAVID NELSON

KENOSHA WISCONSIN
 FIREPROOF STORAGE
 Packers and Shippers of Household Goods
 We Reach All Suburban Points
 51-71 VICTORIA STREET KENOSHA, WIS.

MADISON, WIS.

HEICK

TRANSFER & STORAGE CO.

Madison, Wis.

Private siding; adequate space; best protection;
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Complete service in all departments. As your agents we handle every detail to finality with maximum efficiency. Our large investment is your guarantee of integrity and reliability.

Pool Car Distributors

HEICK

Transfer & Storage Company

Madison, Wisconsin

The Men Who Distribute

Congoleum

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 and consult the Shippers' Index

The Men Who Distribute

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MILWAUKEE, WIS.

LINCOLN FIREPROOF WAREHOUSE CO.

322-332 Third Street, Milwaukee, Wis.

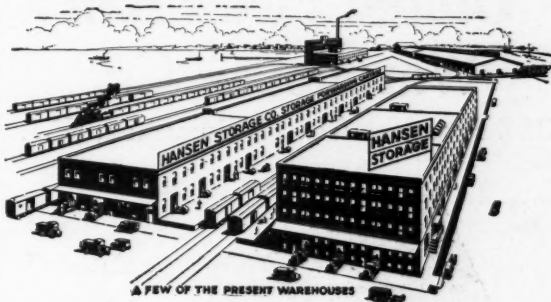
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MILWAUKEE, WIS.

HANSEN STORAGE COMPANY

Capital \$1,000,000.00

MILWAUKEE, WISCONSIN



WE CAN SOLVE YOUR PROBLEMS IN
 STORAGE AND DISTRIBUTION
 OF MERCHANDISE

12 WAREHOUSES—50-CAR SIDE TRACK
 850-FOOT DOCK

MEMBER—AMERICAN CHAIN OF WAREHOUSES,
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MILWAUKEE, WIS.

SULLIVAN'S DELIVERY

General Cartage and Warehousing
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 MILWAUKEE, WIS.

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Three distribution and storage warehouses at strategic locations, with private sidetrack. Within 3 blocks of all depots and jobbing district. All facilities for safe, clean, expeditious handling. We cover a radius of 60 miles daily, around Milwaukee.

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 50 AUTO TRUCKS

For quick and accurate delivery, consign to

SULLIVAN'S DELIVERY

116-120 Fowler St.

Milwaukee, Wis.

The Men Who Distribute

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 and consult the Shippers' Index

The Men Who Distribute

Ford Roofing

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 and consult the Shippers' Index

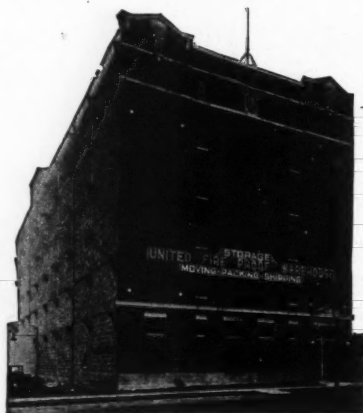
MILWAUKEE, WIS.

For the Greatest Satisfaction

To both yourselves and your customers
consign your Milwaukee shipments to

**United Fire Proof
Warehouse Co.**

392 Prospect Ave., Milwaukee, Wis.



Good service
built this
new fire proof
warehouse.

The newest
and best in
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HUNTINGTON, W. VA.

Service that Satisfies

forces anyone with whom you do business
with to say a good word for you.

Our growing list of Nationally known
lines who use our many facilities tell
their friends of our ability to serve, this
is why we have grown as we have—nothing
magical about it—just work—that's
the bosses first name and he sure keeps
everybody at it.

Your distribution worries are at an end,
so far as this territory is concerned if you
will turn them over to us. We offer you
an enthusiastic Branch House here with
no extra cost.

Right NOW—WRITE.

Maier Sales & Storage Co.

Huntington, A city with 125 established plants
none ever left here to locate else-
where.

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Best distributing point in Wisconsin.
Free switching privileges on all railroads entering Osh-
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General merchandise and furniture storage.
Forwarding and transferring a specialty.
Competent help in office and warehouse.
We can be used as a branch house at no extra expense.

We are at your service.

REFERENCES:

*The Old Commercial National Bank, Oshkosh Savings & Trust Co.,
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consign to us and the same will be given our best
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Members: American Warehousemen's Ass'n
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MOTOR TRUCK & TEAM SERVICE

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Western Transfer & Storage, Ltd.

Official Carters for
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Members of the Canadian Warehousemen's Association

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Quickest Delivery—Least Expense

Distribute Canadian Consignments Through

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Hamilton, Ontario, *where Freight Rates Break*
Private Siding, All Railroad Connections

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Fellowes Hypophosphites

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and consult the Shippers' Index

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CONTROLLED BY THE CITY DRAY CO., LIMITED

PRIVATE SIDING
and
OUR OWN MOTOR TRUCK AND TEAM DELIVERY SERVICE

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The HOWELL WAREHOUSES Limited.

General Mercantile Distributors

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WE MEET YOUR REQUIREMENTS

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Furniture Pads, Canvas Covers, Piano Covers (for shipping and storage), Tarpaulins, Truck, Wagon and Horse Covers, Talking Machine Covers. "Coverlin" Mattress Bags.

SAXOLIN Duplex is a flexible packing, wrapping and case-lining material. Better than burlap because it is Vermin-proof and Water-proof.

Write Us Your Requirements
So We May Quote You Prices

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BURLAPPAPER, COTTON AND JUTE
BAGS OF ALL KINDSMAKERS
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PROTECTEDINSURANCE
RATE 45c.GENERAL MERCHANDISE DISTRIBUTORS
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STANDARD WAREHOUSING
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Excelsior Wrapper Co.

MANUFACTURERS OF
**EXCELSIOR PACKING PADS
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Metropolitan District Served by
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No chance of anybody handling, stealing or misplacing valuable property. The King is sealed securely and the seal is not broken until goods arrive at destination.
Find out about the many interesting features of the King Shipping Case. Write today for our descriptive catalogue.

The King Shipping Case Corporation
276 West Water Street Syracuse, N. Y.

King Shipping Case

STANDARD SERVICE NOW INCLUDES
**Pneumatic Tube Systems
Wire Line Carriers**

PACKAGE BELT CONVEYORS, SPIRAL CHUTES
GRAVITY ROLLER AND SLAT CONVEYORS

—in fact complete conveying systems to handle
merchandise, cash, orders and material.

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thousand uses around
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And a thousand more outside it.
Wherever it's needed, hook it up, plug it in—and start work.
It's portable.
Where electric current is not available, MOTO BLOC can be quickly converted into an ordinary chain hoist.
Saves money and men. Speeds up work. Get the details.

Motorbloc Corporation,
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Lay Aside the Old Hand Saw
The Neal Handy Saw does the work of four men sawing by hand in a fraction of the time.

A portable saw; it operates by foot power, motor power, or both. Especially suitable in warehouses, packing rooms and factory shipping departments.
A time and money saver for the warehouse business.

Serviceable—Quick Operation—
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Send for folder and prices.

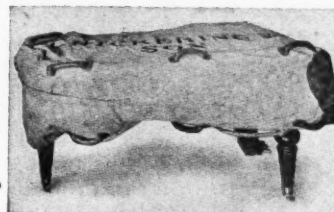
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If You Move or Handle Pianos—
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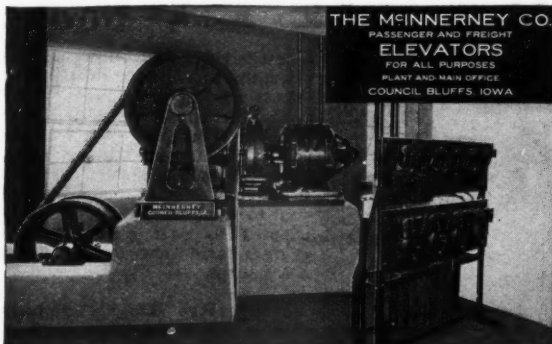
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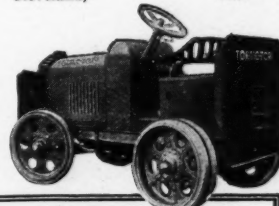
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and Employment Opportunities

If you don't find what you want here, your advertisement here will find it for you.

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"BLUENOSE" Hand Trucks

"BEARCAT" Dollies

Pressed Steel Parts for Railways, Mills,
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and Warehouses

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We know there are many Mills that would find, if they would look into this matter, that they would save money. Kindly let us hear from you.

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VOLNEY W. MASON, Owner

1860

PROVIDENCE, R. I., U. S. A.

1923



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STEEL**

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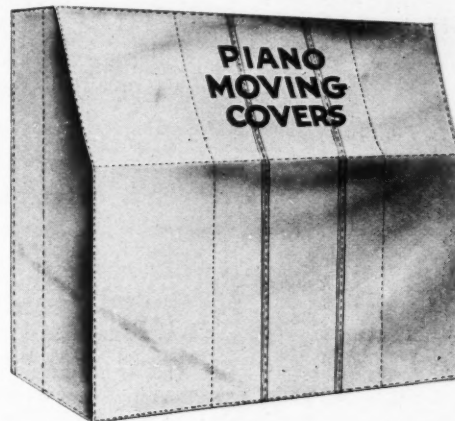
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Fleece Lined Piano Moving Covers \$10.50 Each

We Also Manufacture

Furniture Loading Pads
Table Top Covers
Victrola Moving Covers
Van Liner Pads
Fancy Striped Linen Finish
Storage Dust Covers
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and Wagon Covers
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The White Tar Company
56 VESEY ST., NEW YORK CITY



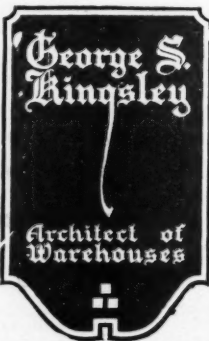
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No obligations are incurred if our advice is asked—see invite inquiries.

109 N. Dearborn Street
Chicago
2255 Broadway (at 51st St.)
New York City



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Piano Trucks, Hoists, Covers, Straps

We make the largest and best line of Piano Trucks in the world.

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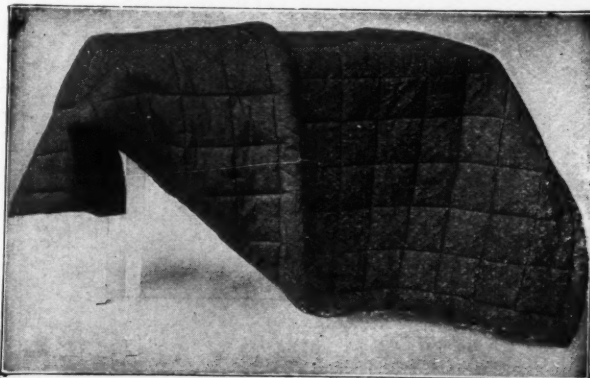
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The best wagon-pad "buy" on the market, quality and price considered.

Made of *Extra Heavy* drill denim, cotton filled. Note that the pad is stitched in *Square Blocks*, preventing the cotton from bunching.

No. 12 cut size of cloth 72 x 80.....\$34.50 doz.
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 Phonograph Covers5.00 each

Write or Wire Your Order Today

CHICAGO QUILT MFG. CO.

1357 Roosevelt Rd.

Chicago, Ill.

Storage — Moving



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 Ballard Storage & Transfer Co.....St. Paul, Minn.
 Cummins Storage Co.....Canton, O.
 Security Storage & Warehouse Co.....Winnipeg, Canada
 Tulsa Transfer & Storage Co.....Tulsa, Okla.
 John Winkler's Sons.....Far Rockaway, N. Y.
 Rips Transfer Co.....San Antonio, Tex.
 Geo. B. Holman & Co.....Rutherford, N. J.
 Geo. F. Lang Co.....Wilmington, Del.
 Levers Carpet Cl'ng. & Storage Co.....Atlantic City, N. J.
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Carpet and Upholstery Cleaning Is Profitable

One of the above firms says: "It is the most profitable department in our business." It will pay you, too. Write for full information.

Manufactured by
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 United Vacuum Appliance Div.
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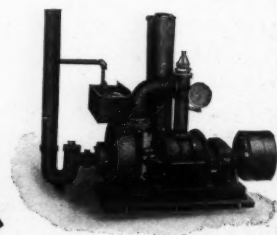
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CONNERSVILLE

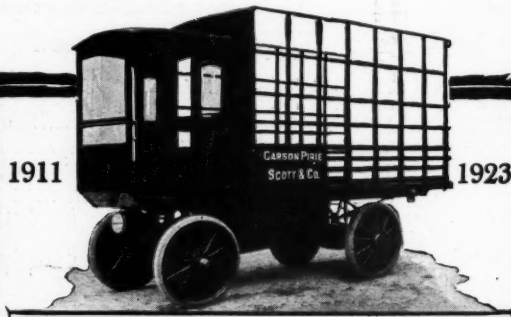
Carpet and Upholstery
 Cleaning Equipment



Scrubbing Machine



Vacuum Cleaner



SINCE 1911, this Walker electric truck has held its own with the fleet—and today it operates with practically the efficiency and economy of a new truck. Where are the "gas" trucks of twelve years ago?

"The electric in its field is the most economical, reliable and efficient vehicle in operation," says an official of a corporation that devotes itself exclusively to transportation and delivery work on an enormous scale. Because of the 25 to 50% saving in delivery costs which the electric and the Walker assure, that corporation for the past 15 years has backed its judgment by building up a fleet of more than 1500 electric trucks.

Load Capacities: $\frac{1}{2}$ -1-2-3 $\frac{1}{2}$ -5 tons

WALKER Electric TRUCKS LOWEST TRUCKING COST

WALKER
 VEHICLE
 COMPANY
 CHICAGO
 NEW YORK
 BOSTON
 PHILADELPHIA
 BUFFALO

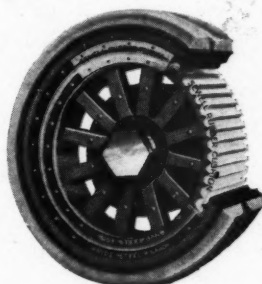
AMERICA'S
 LEADING
 MANUFACTURER OF
 ELECTRIC
 ROAD
 TRUCKS

This big Walker is used by Jordan Marsh Co., Boston





Two of Wolverine Storage Co.'s fleet of 7 Sewell equipped trucks



The Resiliency
is built in the wheel

It is the Rubber Flange Construction of Sewell Wheels that **DOUBLES** the resiliency of the live rubber cushion through years of service.

It is this Rubber Flange Construction that gives Sewell Wheels the **REQUIRED DEGREE** of resiliency for **FULL** protection of truck and tires from road jars.

When ordering a new truck, investigate Sewell economy, and

**Specify
Sewell
Cushion
Wheels**

"Sewell Wheels Essential in the Warehousing Business" WOLVERINE STORAGE COMPANY

Scores of Sewell users in the warehousing and moving business have written us just such enthusiastic testimonials as that of the Wolverine Storage Company, Detroit, printed below.

Read what Mr. Zech says, and get in touch with us for additional data on the economy, and the protection, which Sewell Cushion Wheels afford.

"In regard to your inquiries about Sewell Cushion Wheels, we wish to advise you that the writer personally, previous to becoming affiliated with the Wolverine Storage Company, was in a position to try out trucks with and without Sewell Wheels, and my previous experience has proven beyond question that Sewell Cushion Wheels are one of the best investments that can be made on a motor truck, especially operated in our line of business.

"As well as protecting the truck and body Sewell Wheels protect the load, and we believe that they are absolutely essential in the Warehousing and Moving business. We recently specified Sewell Cushion Wheels on five new trucks which we purchased, proving conclusively that we are sold on the merits of Sewell Wheels."

WOLVERINE STORAGE COMPANY,
By F. X. Zech, Sec. and Mgr., Detroit, Mich.

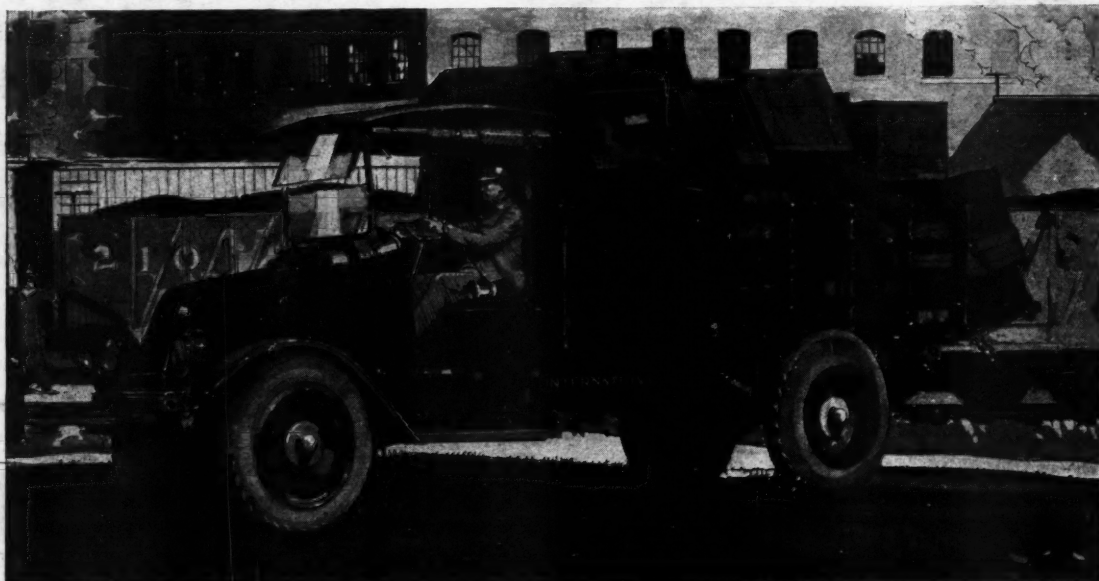
Single firms invest as much as \$40,000, \$60,000 and \$80,000 in Sewell economy, because they have learned that Sewell Wheels save several times their cost.

We are ready, with the experience of 14 years in lowering truck costs, to help you decrease truck expense. Write.

The Sewell Cushion Wheel Company
Detroit

New York, Philadelphia, Pittsburg, Chicago, San Francisco
Representatives in Leading Industrial Centers

Sewell Cushion Wheels



For 16 Years International Motor Trucks Have Made Transportation History

While others have come and disappeared again, International Motor Trucks have advanced steadily to a position among the few leaders in truck sales. Year after year their sound reputation has been passed on from old to new owners. Their popularity is conceded by users. Fleet orders and repeat orders, based on dependability, utility, and low operating costs, are forcing production to new records.

Unusual economies go with International Motor Truck ownership—economies in first cost, performance, and upkeep—the logical result of the Harvester Company's 90-year manufacturing experience.

This Company is fortunate in the possession of a unique field organization capped by 93 branch houses strategically located in principal cities. These have been functioning for years in the interests

of the Company's varied activities. Each maintains a completely equipped motor truck service station, in charge of highly trained specialists and road engineers whose single purpose is to safeguard the performance of International Motor Trucks.

These extensive facilities, linked with the service of thousands of truck dealers, enable us to maintain our Free inspection Service Policy. This exclusive feature protects all International Trucks with a 4-times-yearly free inspection by factory-trained road engineers. It is of tremendous cash value to owners whose trucks must be kept in continuous hard use.

International Motor Trucks are built in 14 sizes, ranging from the 2000-lb. Speed Truck to the heavy-duty unit of 10,000 lbs. capacity. Special bodies available for every purpose. Mail all requests for information to the address below.

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